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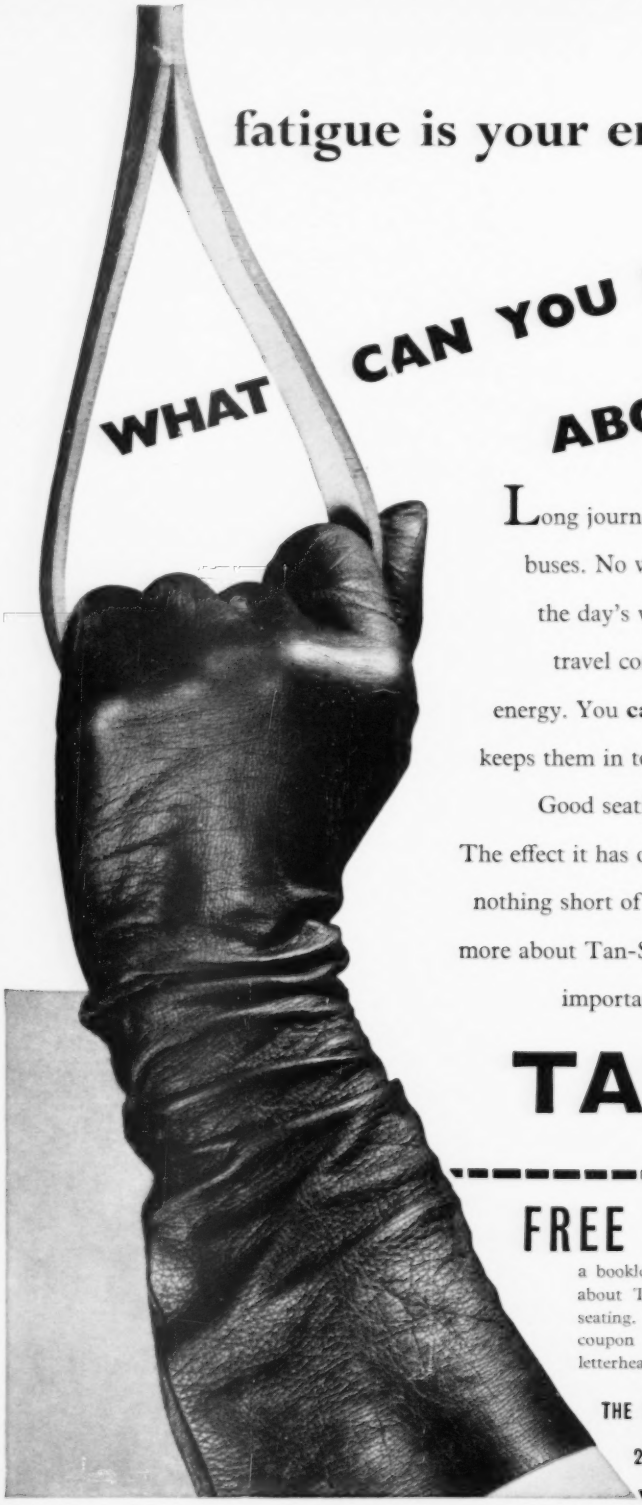

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Long journeys. Crowded tubes, trains and buses. No wonder staff arrive jaded before the day's work begins. You can't prevent travel conditions making a dent in their energy. You **can** see to it that correct seating keeps them in top form during working hours. Good seating is good management today. The effect it has on staff efficiency and energy is nothing short of amazing. We'd like to tell you more about Tan-Sad: it obviously plays such an important part in a go-ahead business.

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Personnel Management and Methods

SELECTION · TRAINING · COMMUNICATION · INCENTIVES · WELFARE · SAFETY · LAW · CATERING · EQUIPMENT

April, 1961

3 *News and Comment* — COLIN BALFOUR

7 *Personnel Management in Practice* — OWEN LLOYD

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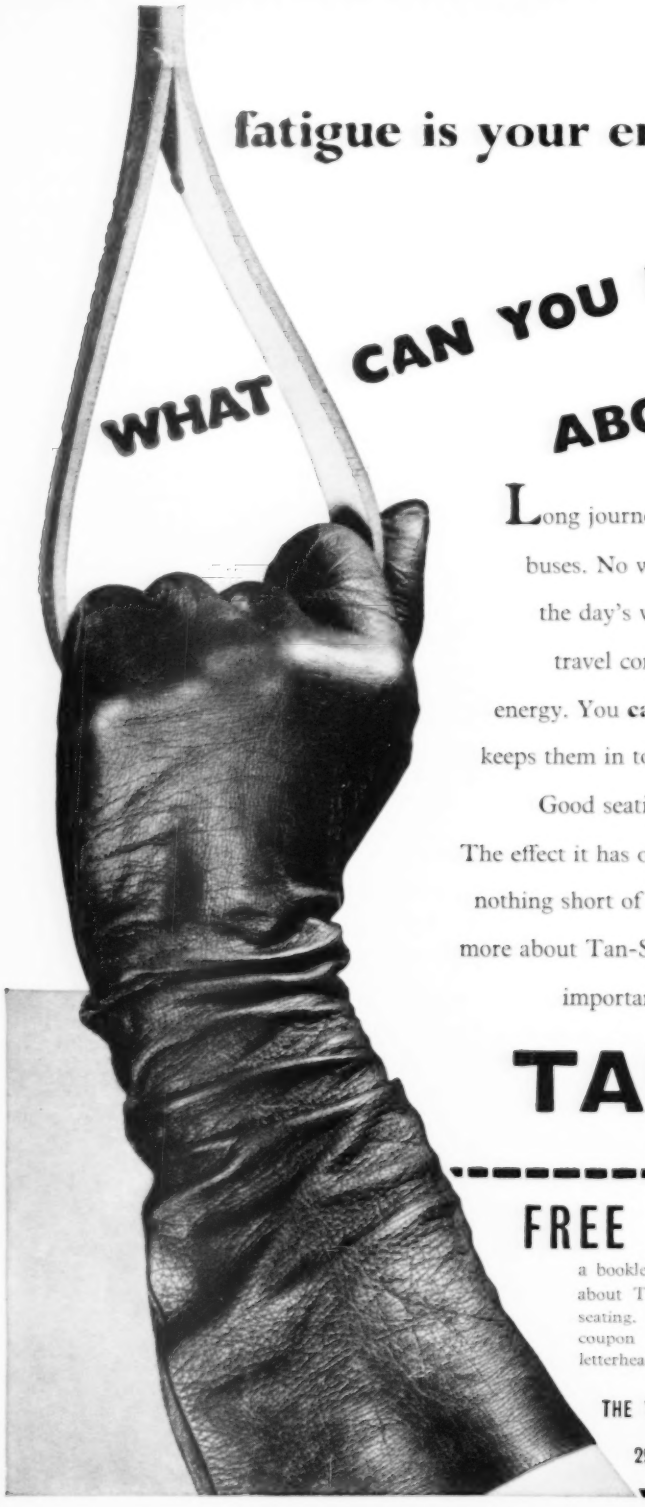

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PERSONNEL APPOINTMENTS

Two new positions have been created in the
PERSONNEL MANAGEMENT
team of a N. Midlands manufacturing company employing approximately 6,000.

They are a

PERSONNEL OFFICER

who will be required initially to assist in Staff recruitment. It is desirable that he should be well versed in all aspects of the personnel function and that he should have formal qualifications, and a

TRAINING OFFICER

who will be required to assist in the planning and progression of apprentice, supervisory, graduate and management training and development schemes and must have had good experience in this type of work.

Successful candidates for either position must be prepared to undertake tours of duty as Personnel Officers in the Company's West African factory.

Age range 28-40.

Initial salaries in the range £1,100-£1,250 with prospects of early advance to a more senior grade and salary adjustments for overseas service.

The Company pursues a very progressive personnel policy and there are, of course, pension and life insurance benefits and the conditions of service common to modern progressive companies.

Both positions offer a considerable challenge and excellent opportunities for personal progress.

Applications should be made to Box No. PA66, giving all relevant details.

GEORGE KENT Ltd.

LUTON, BEDS.

Invite applications for a vacancy in their Personnel Department for an

EMPLOYMENT OFFICER

Applicants must have the right personality and drive together with a zest for hard work.

At least three years' experience in the Personnel field is essential.

The successful candidate will be responsible for both Staff and Works' recruitment, also routine administration and statistical returns.

Letters, giving full details of experience and salary expected, should be addressed to the PERSONNEL MANAGER

THE DE HAVILLAND AIRCRAFT COMPANY LTD., HATFIELD, HERTS

(Member Company of the Hawker Siddeley Group)

FEMALE PERSONNEL OFFICER

Applications are invited for the position of Female Personnel Officer. We are looking for a lady of between 25 and 40 years with similar previous experience.
Duties will cover recruitment of female office and works employees, welfare problems and dealing with the day-to-day functions of a busy Personnel Office.
Please send a written application giving full details of age and experience to:—

The Personnel Manager,
The De Havilland Aircraft Company Limited,
Hatfield, Herts.

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Industrial Catering Specialists
First Class Staff Supplied

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PERSONNEL OFFICER

We wish to appoint an additional Personnel Officer who will be responsible to the Personnel Manager for the initiation of fact-finding surveys and the preparation of information on a variety of interesting personnel projects.

Applicants should be in the age group 30 to 35, have good personnel experience, preferably in the Engineering Industry, and have successfully completed the one-year I.P.M. course.

The position carries an attractive salary and excellent conditions of service, and letters giving full details of career should be addressed to—

The Recruitment and Training Officer, (PMM/L1761),
THE BRITISH OXYGEN COMPANY LIMITED
Engineering Division
Angel Road, Edmonton, London, N.18.

news and comment

by Colin Balfour

POOR Dr. Beeching! And poor British railwaymen! Not since Mr. Alfred Robens turned to coal, after dabbling with consultancy work, has there been such a vexed appointment in industry. The seconding of Dr. Beeching from the heights of ICI to the scandalous plains of railway organization has aroused inflamed criticism—some deserved and some pitifully prejudiced.

I am not concerned with the size of his salary, which caused hot-headed comment partly because of the widespread ignorance of the business world, even among politicians; nor am I troubled by the suggested impact Dr. Beeching's move is likely to have on the promotion-from-within policies of nationalized industries. What disturbs me is that the appointment was announced so suddenly—even recklessly!

Maybe the abused gentleman will succeed in cutting the daily losses of our run-down railway system inside five years—as season-ticket holder and professional worrier, I hope he can. But surely, everyone is aware that the morale of railway employees has been low for years—and is dropping lower—and could Dr. Beeching's miracle of streamlining stand a chance of favourably influencing work attitudes now that the opposition spokesmen and union leaders have been given this load of ammunition? What personnel manager could sleep in peace if the head of his firm had been replaced so swiftly and with such a wilful neglect of the first principles of communication? Après ceci . . .

✷

WITH more wives going out to work, perhaps we are in for a spate of dilemmas such as Miss Chesser (Shell) and Mr. Hinds (ICI) have just experienced. Is competition between firms to be undermined by wives giving up vital information to their husbands who may be in a rival firm? Or is this an inevitable hazard of the private enterprise system? I can see that contracts of employment will have to include clauses giving an assurance that the person will not try to marry or be married to someone working for a competitor.

✷

I WONDER if the trend with some firms to indulge in work-focussed job descriptions tends to take some of the emphasis from adjustment needs. Perhaps the occasional reminder of a harmonious working relationship in the 'bequest columns' of our papers is a sufficient safeguard.

If you have a kitchen planning problem, whether it's catering for 10,000 or 25, we can help you.

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ADDRESS _____

_____ PMM

"Stotts of Oldham" VERNON WORKS OLDHAM LANCS

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"Stotts of Oldham" VERNON WORKS OLDHAM LANCS

PERSONNEL APPOINTMENTS (cont.)

PERSONNEL MANAGER

Fully experienced man required for Light Engineering Factory in the London area. He must be fully conversant with Trade Union negotiations, Wage Rates, Welfare, Interviewing Techniques, and the whole range of Personnel activities as would be required in a factory of some 1,500 employees. He must have had at least five years' experience in a similar post. Age 35-50 years.

Write in confidence, giving full particulars of career history to date, to

BOX No. PA 67.

LITTLEWOODS MAIL ORDER STORES LTD.

(Chain Store Division)

invite applications from women, who have experience in staff management or other supervisory capacities in the retail trade, to train as

AREA PERSONNEL OFFICERS

These vacancies are mainly for midland and northern areas, but should be of interest to all women who enjoy responsibility and travel. Full mobility is essential.

Women of good education, who have no such experience, will also be considered for training.

The age range is between 21 and 35 years. Normal store hours will be worked.

The company has generous sickness and contributory Pension and Life Assurance Schemes.

Write in confidence for application form to :—

The Employment Manager, (Ref. : APO/154/PM&M)
Littlewoods Mail Order Stores, Ltd.
Spinney House, Church Street, Liverpool, X

Personnel Officer

required for

EVODE GROUP OF COMPANIES

The duties will include responsibility for staff and labour relations and recruitment, welfare and other allied matters.

Applicants must have the necessary personality, qualifications, at least three years' experience in Personnel Management in industry and be able to develop the company's personnel services.

Salary according to qualifications and experience.

There is a contributory pension and life assurance scheme in operation.

Written applications (which will be treated in strict confidence) should give details of age, training, experience and present salary to—

THE SECRETARY, EVODE LIMITED, COMMON ROAD, STAFFORD.

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Appointment of

PERSONNEL AND WELFARE MANAGER

for their

NEW WORKS at LLANELLY SOUTH WALES

Applications are invited from men who have held a similar position, preferably with a federated firm, having had considerable experience in negotiations with Trade Union Representatives.

This is an Executive appointment and the Personnel and Welfare Manager will be responsible for Staff and Labour relations, Training Schemes, Welfare and Recruitment, and will be required to build up a Personnel Department based on modern and progressive lines.

All replies will be treated in the strictest confidence and should be addressed to the Personnel Director, giving full details of Education, Business Experience, Qualifications, age and salary required, etc.

FISHER & LUDLOW Ltd.
ALBION WORKS
KINGSBURY ROAD
ERDINGTON
BIRMINGHAM, 24

by Colin Balfour

news and comment

When building contractor Francis Perks died, he left 10 houses to his secretary (for the past 26 years: total service, 42 years). "To be a perfect secretary one must have a perfect employer. Mr. Perks was just that. We worked in perfect harmony".

✸

SEMI-SKILLED and over 40? Then you are probably suffering because of the almost total acceptance of the idea that deterioration with age is inevitable and "old dogs, can't learn new tricks".

Factory workers over 40, according to Alastair Heron and Sheila Chown of the Medical Research Council, tend to be left with the worst jobs, and managements seem neither to know nor care. They believe that Government training centres should be used to re-train older employees for better work, possibly on a day-release system.

Personnel policies are sympathetic to older workers but the problem is to make them realistic towards the not-so-old and avoid discrimination against the over-40's in recruitment, promotion and training on grounds of age alone. Surely, this would help to overcome the growing difficulty of finding suitable alternative work for men in their 50's and 60's, a problem made worse by the blindness of management to the need for earlier preventive action. Well, what can you do?

✸

SPEAKING at Southport to a Spring productivity conference of the Cotton Board, Mr. P. J. Blake, chief personnel officer of a Manchester mill group, said that the era of the hymn tune with the line 'dark satanic mills' had done a real disservice to the industry. If he means that the poet put too much black in his word-picture, I am sure that this 20th century Blake is wrong. But if he is suggesting that this label has been used, unwittingly or deliberately, by the more uncivilized mill-owner to delay the improvement of work conditions, he is talking sense.

Mr. Blake suggests that magenta doors and pastel-shaded ceilings will help to attract youngsters to the mills today. He urges that mill entrances should be as attractive as office entrances, that more flower beds and window boxes should be made, and he approves of the mill with a small aviary to greet visitors.

✸

PROVISIONAL figures released by the Ministry of Labour for accidents during 1960 are frightening: 190,000 accidents and 665 fatalities. Employers should reflect on these totals—especially on World Health Day (April 7), which has accident prevention as its theme—and step up training immediately in the fight against carelessness and ignorance.

What Personnel Manager has not had to listen to complaints about how stockings catch on such and such a machine, or about how rough the chair edges are in the Office ? Of all the clothes women wear, Nylons are the most accident-prone. Most women get through at least one pair a week.

So, to be constructive, why not give your female staff a FREE NYLON REPLACEMENT SERVICE ? The Stocking Club, who provide this service, only handle extremely high quality Nylons, lock-stitched, snag-proof and so hard-wearing that they far outlast ordinary nylons. And they're not thick heavy duty stockings, they're sheer fully fashioned 15 denier ! This will be a service that all your female staff will certainly appreciate ! Moreover, it will be an influential factor in reducing female staff turnover. So we can assure you that this service will pay for itself through the amicable employee-management relationship it creates and through the resultant staff loyalty that accrues.

For details of how the scheme is administrated and of the modest special cut price rates for Industry and Business write, quoting number of female staff employed, to

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53 Well Street,
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Telephone : 32173

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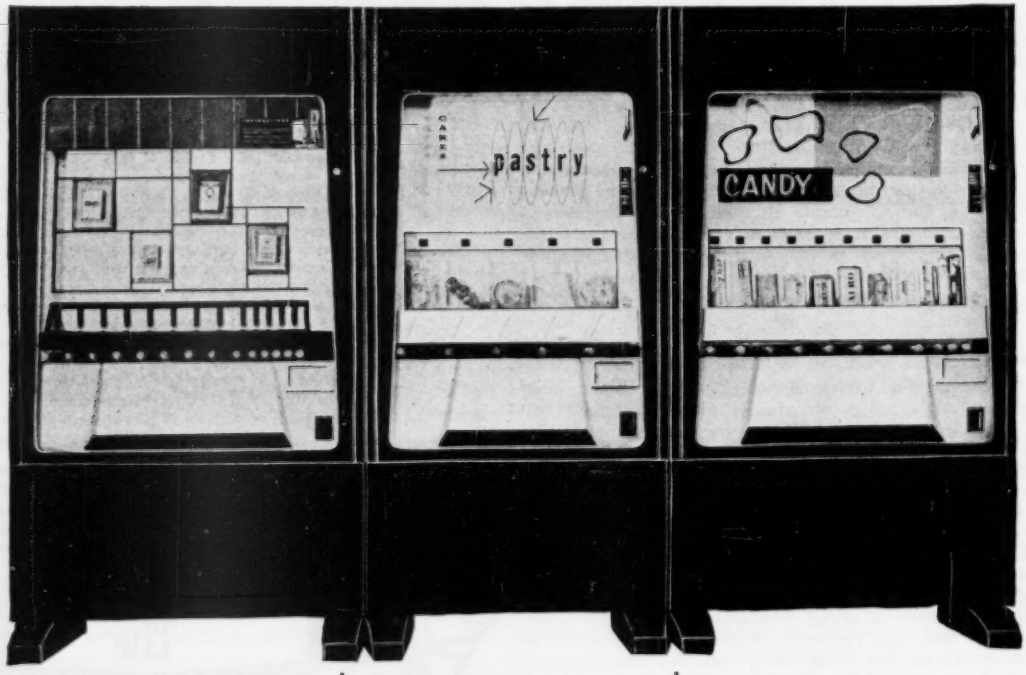
GLOSTER'S money-making trio gives you both for consistent, heavy profits

Built to be noticed right round the clock—days, nights, weekends too! These smart Gloster Venders attract really *big* business with their tempting showcase displays. Let 'em see the goods and you'll sell the goods *fast* from a Gloster machine. Start *Gloster* Vending. It's a great name for greater profit!



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Vending Sweets

Gloster Candy Machine VM.22 showcase vender has capacity for 190 candy and 100-170 gum and mints. This machine can stimulate sales by as much as 20% and more on location. Vends at 2 prices: 6d. and 1/-.

For complete details of these three fine machines, write or call: DEPT. PM6

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MEMBER OF HAWKER SIDDELEY GROUP

Personnel Management

IN PRACTICE

THE 'Knights of the Road' is a society formed by the night supply drivers of **Wall's** meat products company, who operate from the Willesden factory. Their aims are safe and careful driving at all times, and promptness of delivery whatever the conditions.

"This is a wonderful booster for morale", said **Mr. Richard Treadaway**, founder member of the Knights and Company despatch manager, at this year's dinner where the Knights presented Mr. E. W. Rodd, chairman of the parent Company with a new rose bush. This is an annual practice of the Knights, and Mr. Rodd now has eight of these bushes in his garden.

Proud of its road-safety record, the company has a transport fleet totalling some 500 vehicles, and activities to improve on their present standards are encouraged. In 1960, no less than 170 drivers received awards from the Royal Society for the Prevention of Accidents for periods ranging from one to 15 years.

The Knights enjoy the trappings of medieval chivalry—they even have a coat of arms: on a quartered shield are emblazoned the headlights of a Wall's van, a clenched fist signifying strength; snow, lightning and rain representing the weather met by the night driver; and an hour-glass signifying determination to deliver on time. Their motto is *Semper Ad Tempus* (Always on Time).

★

WE have mentioned previously the enlightened attitude of the management of **James Powell & Sons (Whitefriars) Ltd.**, of Wealdstone towards employees on retirement. Another case that reminds us of this firm's healthy policies is the retirement, after 50 years' service of Mr. W. H. Bolt, who was in charge of their general office.

Instead of the customary presentation watch, the company has decided that Mr. Bolt shall remain on full salary for a short period while he grows accustomed to his retirement. Managing director of Whitefriars, **Mr. W. J. Wilson**, said "we feel that this is much more beneficial to the employee than the usual gold watch. It assists him to get rehabilitated to his new circumstances".

★

WHEN we hear of a chairman who makes "the welfare of long-service employees his personal concern", it usually means that the firm expresses its sympathy for oldsters (who are compelled to unwind suddenly), in the form of watches and certificates. But **Garringtons Ltd.**, of Bromsgrove, Worcs., have a chairman who has translated his interest into a tangible benefit for long-service employees.

Some 10 years ago, chairman **Mr. R. P. Brookes** formed the '40-years Club', which provides employees of 40 years' service with an extraordinary Christmas party and a unique summer outing—last year, a trip by BEA Viscount to Scotland for three days. Now, Mr. Brookes has created (at the Company's Darlaston works) a lounge for the use of all retired employees of Garringtons with 25 years' service.

To be known as the 'Evergreen Club', the room can be used at any time of the day. It is delightfully fitted out by a leading Birmingham furnisher with contemporary chairs, fitted carpet, central heating, bookshelves, television, radio, etc. Close at hand is the staff canteen (and bar) which they can visit.

This is one employer who recognizes that his good wishes are not enough for the retiring employee who is unprepared for endless leisure, and cut off from old workmates and the associations of a lifetime's work and daily satisfactions.

★

IT is odd that the **Griffin & George** Group of Companies of Alperton, Middlesex, has just decided to make long-service awards—for the first time in 136 years. In November, 17 members with between 40 and 49 years' service will receive gold watches, and

Safe drivers of Wall's meat division encourage their personnel manager, Dr. P. Bateson, with a St. Christopher.

A quick answer
and a RIGHT answer
to your staff problems—

Phoenix
EMPLOYMENT AGENCY LTD.

Every flourishing business—however efficient its organisation, however far-sighted its policy—at one time or another needs the special staff facilities that only a first-class agency like PHOENIX can give.

Whether you need new recruits for the permanent posts, seasonal help during rush periods or emergency staff to cover sickness or holidays the PHOENIX service is ready to lend a hand.

At short notice we can supply you with experienced office staff of every grade—secretaries, shorthand-typists, copy typists, audio-typists, book-keepers, clerks, machine operators and juniors.

Our selection procedure saves you the costs of advertising, and the time-consuming delays of appointments, interviews and other formalities.

In short, PHOENIX helps you to keep your business flexible, efficient and resilient. Keep a note of our phone number—HOUnslow 8072—and call us whenever you need our help.

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21 CHANCERY LANE, W.C.2. Telephone CHAncery 5134/5/6.

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IN PRACTICE

another 50 will receive Parker pen and pencil sets to celebrate their service (between 25 and 29 years).

★

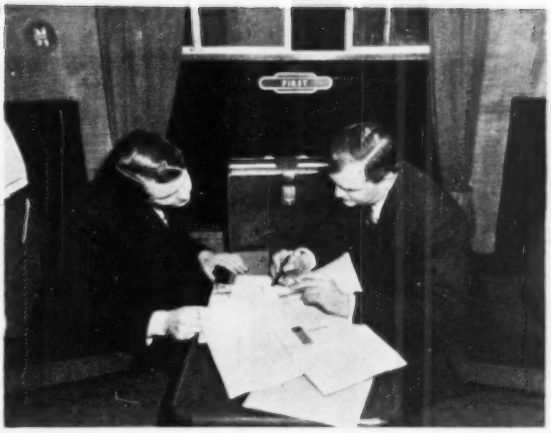
IF your workers are regularly late because the buses are full, have a word with the traffic commissioners. That is the lesson to be drawn from the decision to allow **F. W. Hampshire & Co.,** manufacturing chemists, to run a single-deck bus at 7.15 a.m. along a three-mile route from the centre of Derby to their works. A Derby Corporation clerk travelled on the morning bus to verify that the excuse 'Sorry—the bus was full', was correct.

Unpunctuality was having a grave effect on production, said **Mr. Anthony Burley,** works manager, as the girls work in mass production teams of six to 14 and if one person is late, the whole team is held up. Paid on piece-rates, the girls had been threatening to leave because they were losing money and, in four weeks, girls had lost 36½ production hours (£827 to the firm). The firm had tried to solve the problem by staggering hours, but without success. As Derby Corporation opposed Hampshire's application on grounds of wasteful competition, the firm agreed to withdraw their service "immediately the Corporation is in a position to carry our passengers without delay". Many firms suffering from the same trouble will take heart from this stand by the Derby firm.

★

TAKE another look at the absent-through-sickness records for your female staff and, if you can achieve the contortion, lend an ear to the medical officer for the retail staff of **Boots the Chemists.** "Young girls are notoriously prone to leave home on an inadequate breakfast and to attempt to work the whole day through on a pot of tea and a packet of biscuits", says **Dr. G. B. Baird,** who studies the habits of Boots employees in their 1,300 branches employing some 26,000 people—19,000 female. It is not always possible to provide canteens in shops but Boots certainly do their best to offer substitute facilities.

"In the new and largest branches, full canteen and dining room facilities are provided by professional cooks with a choice of menus at subsidized rates. In the medium-sized branches, a cook or cleaner will prepare food brought by the staff. In individual cases, improvement in diet has resulted in a lower sickness rate and cure of some minor complaints all too prevalent in shop life, such as recurring faints and chronic fatigue. Managers are unanimous in testifying to the increasing alertness and efficiency of staff when they are all well fed".



They are all 'guards' on this special for cigarette salesmen

★

JUTE INDUSTRIES LTD., of Dundee, are to appoint an industrial medical officer to advise on occupational health within the Company. A remarkable feature of this appointment is that it will carry with it an honorary lectureship at St. Andrew's University, with the object of promoting research into health in industry in general. Roughly one half of the medical officer's time will be spent in this work. The Company is the largest jute concern in the country and they will pay his salary.

Unique in Scotland, this appointment will be a valuable link between industry and the university in the opinion of Professor G. H. Bell, acting dean of the faculty of medicine at St. Andrew's. A sure way of hastening the building of a country-wide occupational health service!

★

GONE are the days when salesmen gathered together in a basement room, early in the morning, to sing the company sales-song and receive their briefing and pep-talk before the day's campaign. But the modern sales-drive still has something of the flavour of a planned military assault on an area. One up on some firms, and two up on many, the mobile sales-promotion staff of the 'Guards' cigarette division of **Carreras Ltd.,** 'took' the territory between Glasgow and Aberdeen recently, setting out from London on a special train.

Sixteen salesmen, a group manager and their motor vehicles, travelled through the night, arriving in Glasgow at 8 a.m. the next day, fresh and ready to start an intensive sales drive. "These arrangements", said their sales manager, "enabled work and a briefing meeting to be carried out in London on the Monday and the boys were in Glasgow the next morning ready for off".

Apart from relieving the team of the rigours of driving from London to Scotland at a time when road conditions might be expected to be at their worst—and the obvious saving of time—the use of the special train moved the group as one unit, doing a lot to keep morale at a high pitch. Once in Scotland, the team split into three groups and the sales drive was on.

★

THE Greenock sugar industry, employing 1,000 workers in two refineries, and the Transport and General Workers Union have set an example to industry on the Clyde, with a strike-free agreement, aimed at ensuring the welfare of all in the industry.

A 53-page booklet has been issued to every worker, embracing all aspects of welfare and benefits in the industry. Two new features are improved pensions and the introduction of sick pay, both supplementary to State schemes. Life Assurance is also provided for employees. These new schemes replace *ex-gratia* payments made by the firm. The booklet also covers pay rates, hours of work, overtime, holidays, shift-working and protective clothing details.

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A Manager asks for special co-operation and overtime from his staff. His apparent lack of understanding backfires some days later. The question: "What is co-operation?"
Cat. No. IF.7203. B/W 7 mins.

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The Office Manager is caught between an upset staff and a critical boss when he arranges the transfer of a key worker. The question: "What is a man supposed to do?"
Cat. No. IF.7200. B/W 7 mins.

Promotion By-pass
When a younger employee is promoted over him, the older employee resigns despite a talk with the Personnel Manager. The question: "What went wrong?".
Cat. No. IF.7199. B/W 9 mins.

The Follow-through
A Manager fails to explain adequately the operation of a new office machine, and returns to find trouble! The question: "How did he get in a spot like this?"
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Cat. No. IF.7204. B/W 8 mins.

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These Office Management films show everyday problems and difficulties. Each poses a question in order to start a discussion which can lead to a better appreciation of human relationship problems and a smoother running organisation.

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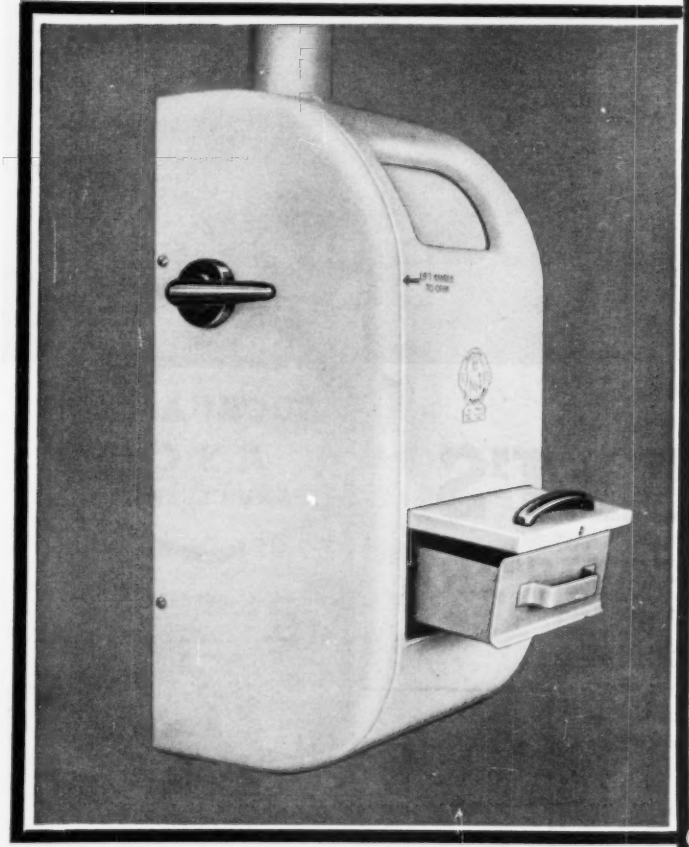

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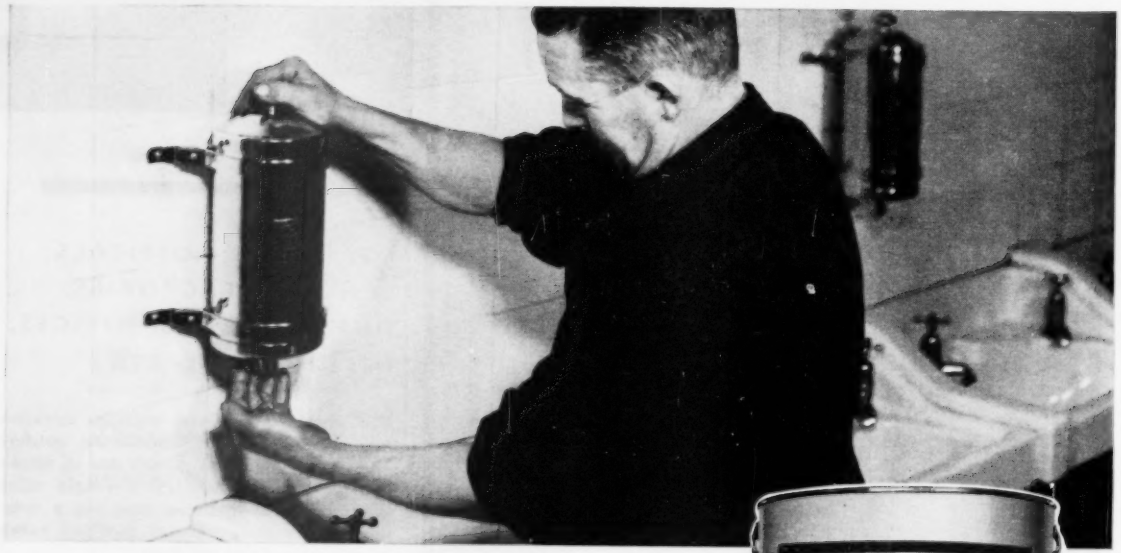

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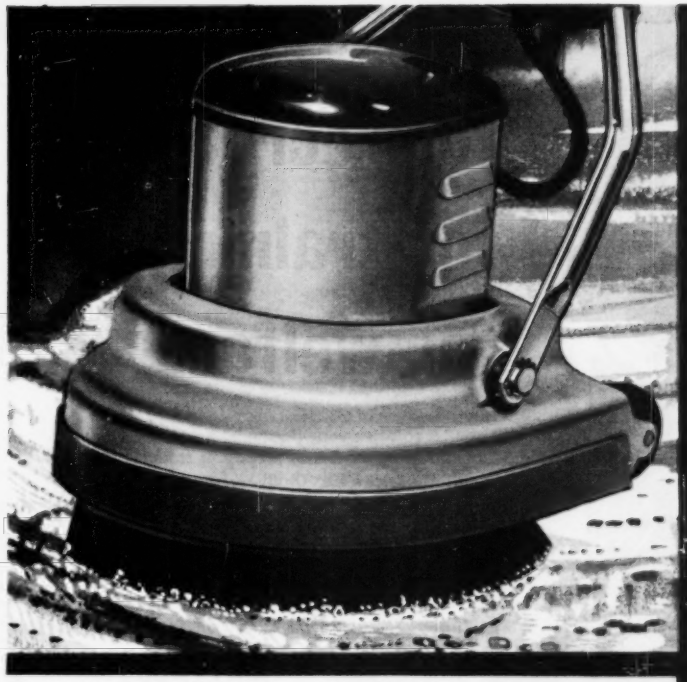

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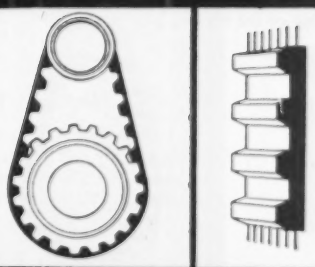

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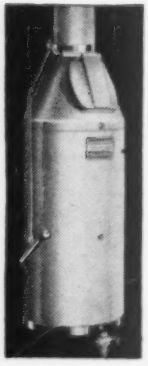

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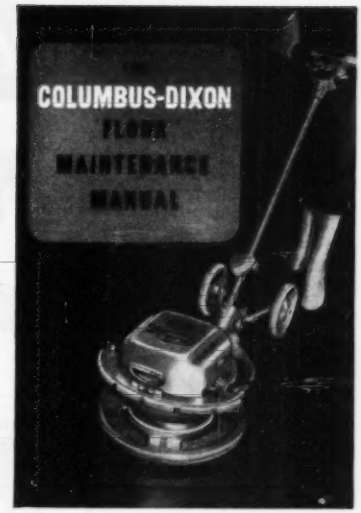

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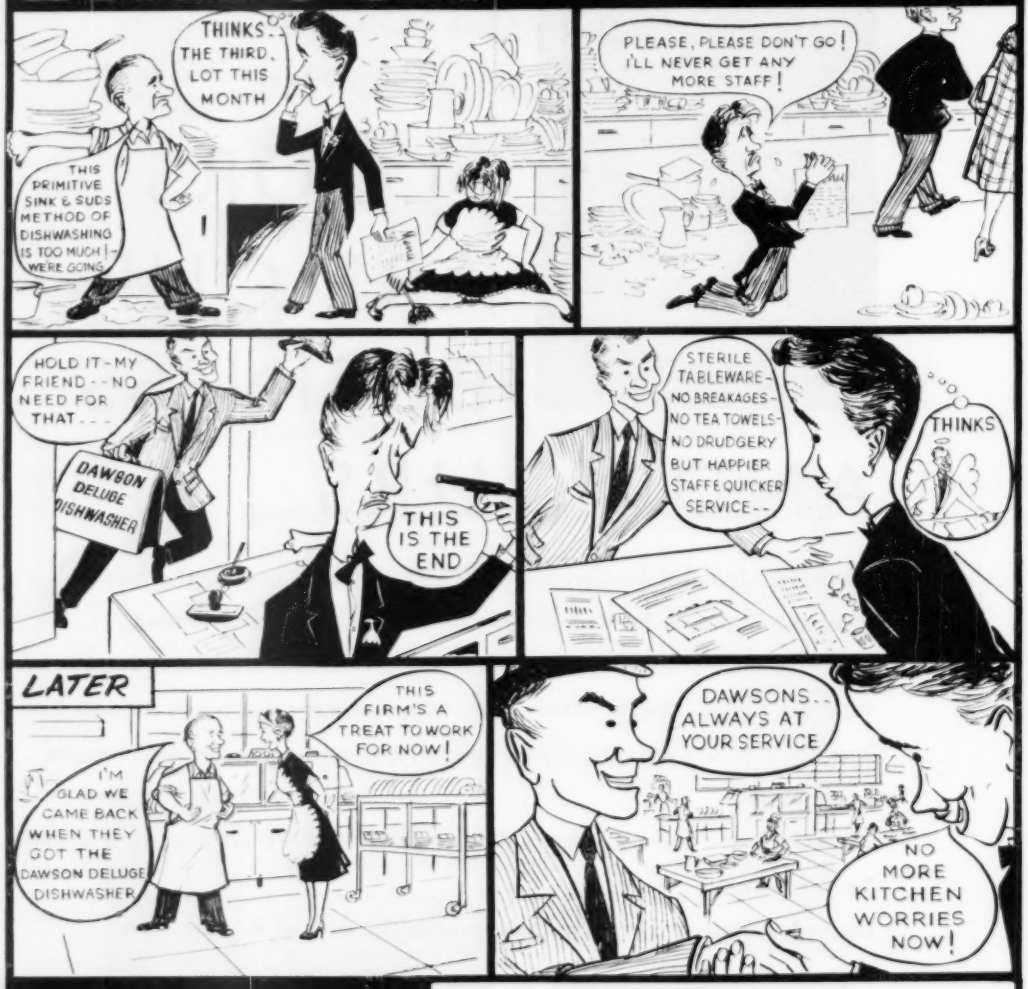
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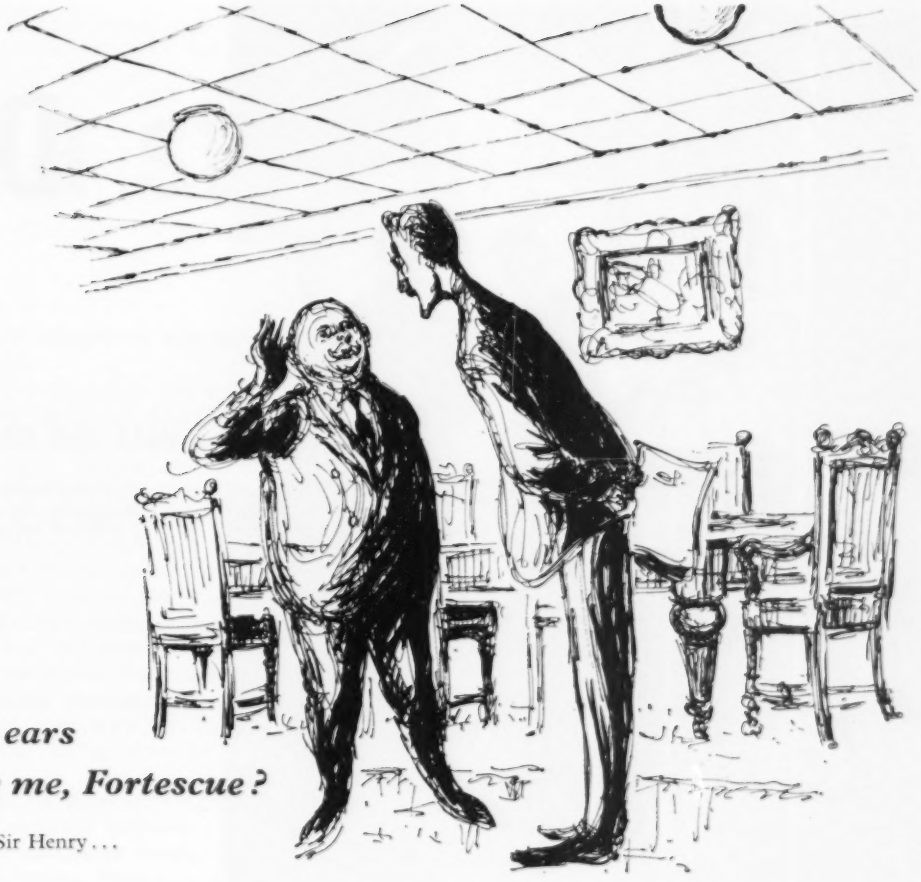

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I think not, Sir Henry . . .

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You are indeed a mine of sound information, Fortescue. Remind me to arrange a vote of thanks to Cullum at the end of the meeting.

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Do I

HALF THE BATTLE

in management training is developing the sense of what it takes to get to the top

Mark Essendon visits the management training centre of the Burton-Jackson group at Guisborough. Since this 'college' opened in 1956, its influence has made certain that their managers will have more than technical competence

go a step higher?

'Where will tomorrow's managers come from?'
'Oh, that's a long-term matter'.
'But it will be longer term if we don't start training now. If we had done something 10 years ago. . . .'

TWO brothers who had such a conversation, in the early fifties, were Sidney and Lionel Jacobson, joint rulers of the Burton-Jackson multiple tailoring group since 1952. On the crude but lively assumption that what makes a manager is a basic mixture of curiosity and discontent, the brothers decided that the time-honoured process of training managers by spending the best part of a working lifetime 'going through the mill' is too slow for modern industry.

Natural talent for leadership must be discovered and cultivated intensely. That is what made the Jacobsons found, at Guisborough, the Clothing Management Centre as a residential management training college, at the disposal of the whole clothing industry. They sought to provide opportunities for learning and discussion between men from different firms and, to placate the suspicious, the Burton-Jackson group undertook not to employ any student sent to the Management Centre by another firm for at least five years after he left.

The response was disappointing. Even today, six years after the first course was run, 'Mr. Sidney' (as he is known) looks sad when he mentions the lack of support at the start from the rest of the clothing industry. But is is now clear that it is not the Jacobsons who are the losers. Possibly the 450-odd firms who might have displayed a keener interest feared that they could not afford to lose their potential managers for a year. It must have been temerity rather than cost (£250 a head for 11 months residence) that caused them to hold back.

Even their own people went before the selection board prior to going on the first course in 1956—course members being largely recruited through personal contact at board level in the industry. The lukewarm reception persuaded the Jacobsons to put on mixed courses for retail and production personnel, but they are thinking of re-

DOOR TO MANAGEMENT

for these trainees means, initially, a year of intensive study with the appropriate creature comforts

TECHNICAL KNOWLEDGE
is not neglected in this course in 'management living'

starting the trainee-executive course in September of this year—whether the trade is keen or not.

What sort of experience awaits the next 16 in this tastefully modernized Georgian house, under the watchful eye of Mr. Clifford Franks, the principal and former head of the clothing department in the Leeds College of Technology? "We don't turn out managers, only potentials", Mr. Franks told me. "Our course members range from 21 to 32 and they all take part in initiative tests—discussing juvenile delinquency with the chief magistrate of Middlesbrough, or talking about parking with the chief constable of Redcar in race-week. Then we have role-playing under conference conditions—we look for good speech, voice, articulation, content, manner, and they say they gain confidence from this. We take it all down on tape so that they can play it back for themselves in their own bedroom".

"We have far-sighted directors in our group, and they are quite exceptional in the industry. The lads are carefully paired so that a Jackson man shares a room with a Burton man, Plymouth lives with Glasgow. It was a major step forward when we instituted a sandwich course on a daily basis. They spend the morning in the house, have lunch and stay the afternoon in the factory, which is less than a mile from Sunnyfield House.

"The 1956 course certainly did a lot to kill the secrecy in this trade. Competitors such as Hepworths, Town Tailors, etc., had their lads learning on a Burton factory floor. Our group believes that people think they have skills to hide when, in fact, they have none. I suppose we are the nearest to establishing a research department in the whole industry". With a smile he added, "It's time we enlisted a scientist now!"

Mr. Franks laughs at the fears of rival firms becoming Burtonized, of the Jacobsons electing themselves into the top position in the trade, awarding their certificates at their Management Centre. He says that even if Sunnyfield House is not fully accepted, other firms are quietly getting started on some management training and more advertisements for such trainees appear nowadays in the national Press.

The curricula at this Guisborough college are extensive. If you are in the 'management-material' class, you will be taught not only garment design and construction, the legal responsibilities of the employer, costs and elements of accountancy, factory layout methods and wage structures, but personnel management too and time and motion study. On a retail course, you will learn about stock keeping, display advertising, industrial history, measurement and fitting as well as customer relations and merchandizing.

The House has been modernized so that Mr. Franks can offer students some of the flavours of civilized life and gently persuade the less polished to acquire a few social

AN ECONOMIC BACKGROUND
for each young executive is given by formal group lectures

graces. A Renoir in the dining room, Van Gogh in the reading room; and the young man who hogs conversation at the dining table, he will soon check; and weak questions will stimulate light criticism: "That's not management material, old boy". Mr. Franks says he wants the House to have an impact on them. Above the bathroom door, I saw a warning above the full-length mirror: "Watch your appearance, others do". Before going down into the factory from their offices, this might be most important to maintain respects when they go back to a new job.

The recreation facilities are first-rate—a coaching house has been converted into a recreation room. Their library was not filled at one move: they only add a book as it is needed. On an average of the last full year's earnings, wages are paid (and that includes commission), and there is a House tie and blazer badge to remind students in a year's time of "promises they made to themselves".

The wisdom of the group's board in launching training for management is best appreciated when linked with the situation at Burton's Leeds factory. Here, they are without NCO's, the foremen are untrained, and management only have a technical know-how. (Their first supervisors' conference was held two days before I visited this factory.) On the production lines, the coat women do not know the trouser people so that, after supervisory development gets going, the speakers Burton usually send to instruct outsiders will begin spending more time talking to their own people. "But they are happy nevertheless. That's proved when they come back after their third baby".

But Mr. Sidney is so eager to get on with all forms of training that their personnel department in Leeds is experimenting with a six-month course for graduates. "We are big enough to train", he said, but here too there was no great response to a wonderful chance. Four graduates have already begun to train in personnel management. After one week's induction, they divide so that each one can spend six weeks at one of their Lancashire factories, then they finish at Leeds—everything from iterviewing to counselling work. Some have a chance of being absorbed into this growing group.

THE LESSONS OVER

a walk in the garden to reflect on a new career, back at the factory

Perhaps the most satisfactory example of the bold, well-designed training policy of the group has just cropped up at Guisborough. Thirty-two-year-old Mr. Jennings began with Burton as a trimmer at 14, worked in the uniforms department during the war, was on the Sunnyfield 1956 course and rose to become assistant factory manager at Bolton. He was industrious enough to invest in three years study (evenings and part-time) at Leeds Technical College, and now he is back at Guisborough as manager of the factory there.

When I spoke to Mr. Jennings, I could see what Mr. Franks meant when he said: "What we are really doing is building character. You have to be a man to be a manager. We are not turning out tailor's dummies. Retail staff who come here too can become shop managers in a very short time—and standards will then rise all round". Mr. Frank lets a student have a run in his car sometimes—to give them a taste of something a bit better. Now it looks certain that the multiple clothing trade will have to hurry to catch up with the Guisborough courses — and the managers they produce.

Reasonable pensions with the right of transfer could take the heartache out of these retirement scenes

Gambling on the Government

Generous firms supplement pensions with a 'retirement club'

NOW that the State graduated pension scheme has at last started to collect the money, and private schemes have received their approval certificates, many people must be thinking that the fuss and bother of implementing the 1959 Act is now over.

It may well be, from a narrow angle. After collecting and breaking down material for the latest PM&M survey, I see the signs of greater strains and upheavals to come. The Government —or at least Mr. Boyd-Carpenter—is guaranteed a particularly busy time in the near future, to be spent in improving the scheme they have launched. And for those companies who have sought refuge from the State scheme by installing or improving their own, there are promises of substantial tidying-up operations.

The Government may take some pride in the fact that most firms have

QUOTE The Government scheme is so inadequate that we prefer them to be blamed, rather than ourselves.

In this PM & M survey of occupational pension schemes, Richard Bates uncovers restrained approval of the Government's plan. But most firms admit that a transferable pension is an employee's right, and the 1959 Act is likely to lead to concerted action.

opted to give sections of their employees the benefits of a national pension scheme. The 74 firms shown in the second column of *Table I* are all in the category of those who have come to a decision. They include none of those who, wisely or not, have gone into the State scheme by default.

It is the climate of opinion amongst those 74 who have decided to take some part in the Government's scheme that needs to be known by the Minister of National Insurance. Many have taken a stake in Westminster because they anticipate substantial increases in the benefits that will eventually be paid. Some, like a large firm of reinforced concrete engineers I have heard from, predict that these improvements will occur within the next two to three years.

Other companies who have chosen to stay in are pure passenger material, biding their time. Many—well aware of the deficiencies of the present scheme—either want the 'credit' to fall where it is most deserved or they feel, with historical justification, that it is always wise to follow a governmental lead. Added to the strength of the 'bigger-benefits crusaders', this many-sided section of the business community will ensure an active life for Mr. Boyd-Carpenter.

There is no reassurance in the thought that perhaps this survey is not reflecting a true picture of opinion. The conclusions are based on the experience and deliberations of some 104 separate companies which differ widely in size, location and business interests. Fifty of them employ over 1,000 people (some of them well over that figure); 18 are firms in the 500-1,000 group; and the remainder are 36 units of less than 500 employees, with nine firms employing fewer than 100.

Their experience of pension operations goes back as far as 1886, whilst the most recent scheme was introduced only in January of this year. Managing directors, company secretaries, personnel managers, pensions officers: they have all had a part in providing up-to-the-minute accounts of their practices, plus forceful statements of opinion.

Apart from their belief that the Government can be whipped into increasing the financial attractions of its pension scheme, firms naturally have other sound reasons for staying in. A small research association in London reacts thus: "To contract in . . . would cause less administrative work". This factor was given due weight during the preliminaries before the Act came into force, when the reverse was held generally to be the case. In fact, a leading manufacturer in light engineering had then expressed the firm conviction that "the administrative difficulties of staying in are out of all proportion to the derivable benefits of the scheme".

Of those 29 firms who indicated that they have contracted-out, one of our foremost makers of automatic adding machines emphasizes the importance of "the retention of management initiative in all that affects the company". Reasons of convenience appear puny alongside such considerations, and by comparison with other expressed criticisms such as value for money; the duty of the employer to provide for his workpeople; and the relative stability of the workforce.

In or out, the reasons for either decision are mainly 'structural'. They depend ultimately on the size of the firm and, to a limited degree, on the working philosophies of management. It is pleasing to observe that many firms who have abandoned the State scheme based their decision on the "undesirability of segregating State pensioners and company men".

Lest it be thought that employers have suddenly been sold on the idea of a stifling blanket of equality, it is well to note this comment from a medium-sized Nottingham firm whose managing director says, "We are now running two schemes for works and staff, so that the lower grades have their aspirations goaded a little". A praiseworthy structure which obviously bases itself on the opinion that graduation from one type of pension scale to a higher one should be grounded on personal development, rather than on simple increase in wages.

If there was any positive good in the Government's pension proposals, the major part of that good must surely have been in their spotlighting the question of transferability. At least that would have appeared a fairly reasonable assumption. However, opinions on this topic from the 100 picked firms, operating some 150 individual schemes, indicate an unsettling tendency towards inaction, apart from a number of other undesirable trends in management thinking.

What does management see as the disadvantages of transferable pension rights? A 100-strong engineering firm on the fringe of Bedfordshire's motor manufacturing country, sees no advantages at all in such ideas, offering as the sole reason the "loss of incentive to permanency". Perhaps one should not over-criticize such fears in the presence of the obvious labour-magnets. Yet is it possible to accept the self-same arguments from giants in the City, large manufacturing units with

TABLE I STAY IN OR CONTRACT OUT

Size of company	Stay in	Stay in for certain grades	Contract out
under 100	1	4	4
101-500	—	19	8
501-1000	—	14	4
over 1000	—	37	13
	1	74	29

TABLE II PRIVATE PENSION SCHEMES OPERATED

	Life Office Scheme	Private Trust Fund	Top Hat	Others
CONTRIBUTORY	56	23	21	
NON-CONTRIBUTORY	6	9	13	
DEPENDENT ON RANK	3	7	3	
	65	39	37	10

branches all over the British Isles and Commonwealth? There is an inference to be drawn from the remarks of a well-known company of shipowners who virtually demand "some protection to the employer against constant changes in staff . . .".

One industrial board, used to dealing in livestock and with more than a thousand 'humans' on its payroll, even finds that transferability has the danger that "we might lose some of our senior executives, with tempting offers from elsewhere".

I do not know with what degree of Company-backing the pensions adviser to a firm of rayon manufacturers with a virtual monopoly in this country speaks, but his comment that transferability of rights "places the cost of transfer on old employers instead of the new employer to whose advantage the transfer is being made", is odd. It is open to interpretations that would make detailed investigations of the funding arrangements with his company a potentially embarrassing operation.

On the credit side, there has clearly been a deal more positive thinking on the part of the management. A group of brewery companies feels that Company premiums should be regarded as deferred salary. "Employers should aggregate paid-up pensions from every company with each employee, thus keeping employers on their toes to provide . . . conditions for staff and not rely upon the pensions tie".

A leading firm of metal-container manufacturers has similar ideas and, disregarding thoughts of advantage or disadvantage, looks on the matter from the stand "that it is morally right for an employee to acquire pension rights during employment, and that he should be able to take these rights with him when he changes his employment".

A Suffolk director in agricultural engineering welcomes "the freer interchange of staff, particularly executive staff", and feels that transferability should be incorporated in every pension scheme. These firms, and the others who view pensions from a similar angle, are aware that their work-people are motivated to work by factors in company policy, other than the provision of retirement benefits.

After both sides have been considered, the most cogent point still comes from the research organization behind one of our front-page-news employers' federations. They say that transferability is undesirable because of "the administrative inconvenience to employers unless some standardization is attained".

For the past 18 months, employers have been concentrating their attention on pension schemes: their own and that offered by the Government. If they have decided to go along with the State, then perhaps they have shelved the responsibility for the time being. But if, on the other hand, they have gone on with their own schemes—some of them installing modifications—then surely this would have been the time to begin a simultaneous programme for beating down the jungle of differing pension schemes operated in companies no more than a stone's-throw apart in some instances. It is still not too late, while ideas on pensions remain fresh in the minds of management, to attempt to put some sense into a situation that obviously goes against the grain with many individual companies.

Transferability is, as some have suggested, the solution to problems of maintaining contact with ex-employees with 'frozen' pensions over protracted periods. Since it is also one way of avoiding 'embarrassment' of management when dealing with the retiring employee who has been there only a relatively short time, then it is certainly worth the trouble of ironing out inconsistencies and of instituting new, national standards.

The size of the problem can be measured by the figures quoted in *Table II*. The majority of companies prefer one of two schemes, the private trust fund or a life office scheme: some naturally have a combination of these and other schemes such as a reinvestment fund, deposit administration or controlled funding. Most have been in existence no more than 10 years—the five-year period 1950 to 1955 being the most fruitful.

A final source of amazement is the small number of top-hat schemes in existence. Thirty-seven firms operating such a benefit out of a possible total in excess of 100 appears a remarkably low proportion. No company with fewer than a hundred employees indicated that they operated such a scheme; whilst most activity occurs in the 500-1,000 group where 50 per cent of firms have felt the need to institute such rewards. The lowest occurrence is in the largest category where 36 per cent of firms have offered top-hat schemes in addition to their other pensions. This is only a slightly smaller percentage than the 37 per cent of firms in the 100-500 strong group.

Regardless of this inactivity in certain spheres, the outstanding blemish on the whole structure of occupational pension schemes is the inconsistency pervading business as a whole. Firms obviously know what they want from a good superannuation scheme. Yet they are not taking steps to call it into existence.

QUOTE We remember when national insurance was introduced. Those who contracted out at that time seemed to be on a good thing, but realize now that they received the dirty end of the stick. We draw the moral that one should never contract out of a Government scheme.

All set for the human sacrifice

by R. D. Moore

JUST think back to your first days of job-hunting. Did you not feel at some stage in your first or second interview that the interviewer was using sympathy as a weapon, that he was being tempted to 'play God'? If you have listened to the conversations of the chairmen (3), directors (50) and managers (85) after hearing William Whyte speak on the perils of 'organization life' at a BIM conference in London, you would have thought that we suffered little from such selection hazards; that the individual in Britain is quite free from group pressures, and that our management thinking is uncontaminated by "that boozy sort of goodwill that says that there need be no conflict between the individual and society".

How can business administrators be so insensitive that they dream we have no organizational men in the U.K.? Eric Moonman, the human relations specialist, did his best to convince the conference men of the opposite, but there were many unperceptive diehards in his audience. I referred to the selection interview because it is the obvious situation we are all familiar with that can lead us, with the aid of our recollected experience, to appreciate the brilliance of Whyte's book.

Since a mere dozen or so psychologists of any stature have penetrated industrial personnel offices, we are strangers to the evils of scientism, the misuse of science that has made an idolatry out of personality and aptitude tests in America. What we do have is that rather degrading tool, the application form, which is being similarly abused in this country, hastening the creation of our organization men.

No matter how much information you may gather, by so-called objective tests and by elaborate application forms, the fact is that the interviewer must rely on his judgement, on his insight into character and what Whyte calls "the particulars of a situation". Who does not feel that even if you are allowed 10 pages to supplement your application form with additional proof of your suitability for a job, somehow all these 'facts' do not begin to describe you. A man is bigger than his brushes with society—examinations, service record, hobbies—and the degree of his 'bigness' is his importance.

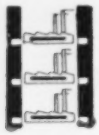
Of course, it is true that we are being dominated by the myth of the well-rounded man, with the idea that unorthodoxy is dangerous and, necessarily, irresponsible. Selectors who do not make the minimum use of forms have failed to realize that what we need is not a replacement of the personal interview to evaluate the potential of strangers, but to become more skilled at such interviewing. The weakness of the job specification/form system is that it can so easily manufacture greater dangers than it has been seeking to avoid, chiefly the corroding tendency for bias to become institutionalized.

In much of the mechanics of personnel administration, we are far behind America and, in some respects, we can rejoice at this. That is why I deliberately chose the illustration of selection problems to show those who refuse to accept Whyte's warnings that we are sliding into bad organization habits. How many personnel managers could honestly say that their testing system can be upset to engage a genius? Or how often do they see a connection between a rare talent and an irregular life—and give the man a job?

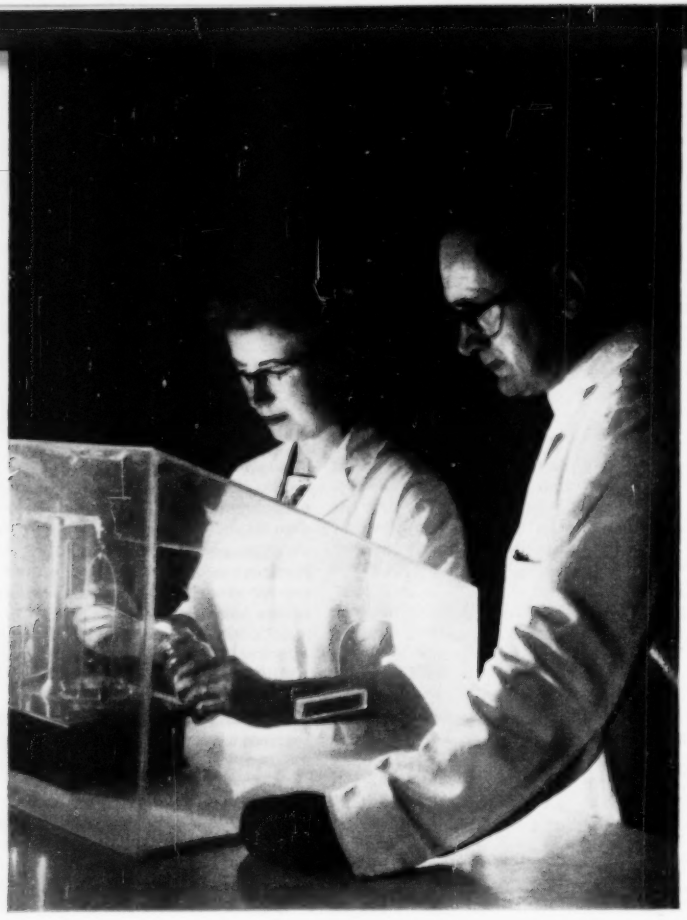
It strikes me that the interviewer gets his biggest bargain when he can forget his routine, when he engages an applicant who for some reason will appreciate the chance of a job so much that he will give more to it than he has given (according to his record) in any previous job. You may say that I am falling into Whyte's trap, of looking for too much creativity in others (because I prize it in myself), and of despising normalcy in an indirect fashion. Yet it is true that, for many a £10 a week job, the best man will be the man who has never yet taken home more than £9; and that you do not need to have been 'nudging the magic five figures' to be someone of great management potential.

'The Organization Man' about Town: Mr. William H. Whyte in London recently

Whyte says that it is expecting too much when you hope that employees—or managers—will find fulfilment in business. A lot of the nonsense about job satisfaction and the evils of mass-production is associated with the notion that our whole being is committed to our work. Clearly, companies that demand the loyalty of the whole man are self-destructive, and the bondage of certain fringe benefits must be exposed. Can we say that gold watches and illuminated long-service certificates have nothing to do with spiritual fealty, with a surrender of individual integrity? The badly-run firm is always ready to accept a human sacrifice, to kill initiative and imagination, to undermine the personal dynamic. It is regularly the test of executive quality that a man is not too crippled by servility over the years (often the price of advancement) so that he cannot perceive when it is his duty not to belong. In a less dramatic way, it is often the measure of their subordinates.



Visual Aids



Just one hospital case on film can recruit all kinds of health worker

Casting the recruitment net — *in all directions*

Spells of full employment have compelled recruiters to vary their appeals in the job market. O. T. Curtis discusses how a wide range of films—if polished and properly angled—can interest 'good applicants'

PROBLEMS of recruitment are familiar enough to those who manage industry; but the solutions to these problems are more intractable, more difficult even to assess. So the personnel manager, the recruitment officer, the labour manager, anyone concerned with filling vacancies, at whatever level, in the face of keen competition from other organizations must seek any useful allies he can. One of these undoubtedly is film—and there are those industries (steel, oil, electrical engineering readily spring to mind) which have resorted to this medium as one way of attracting the new employee.

Compelling pictures

There would seem to be three main ways of appealing to potential recruits (once they have been found!)—to describe with some care and detail a particular job or jobs and relate them to the work of the factory as a whole; to indicate in broad terms the career opportunities in a particular industry; or to present an attractive picture of a company or a whole industry which stimulates the imagination and compels interest.

Film can do all these things; and indeed there are many films which were not designed for recruitment which have no doubt fired the imagination of some youngster and shaped his future, or caused the mature worker to branch out in a new line.

Consider first, films which have played one of the three roles indicated above. A very recent production of British Petroleum's **They chose the sea** outlines the work of apprentices aboard the 50,000-ton oil-tanker *British Queen*. Its subject and setting have the ingredients calculated to appeal to youths—prospects of travel, comradeship, study related directly to a practical job of work, the opportunity to see the whole purpose of the job in the successful accomplishment of the voyage itself, the possibilities of adventure, an acceptable professional and social status and so on. Indeed these very points are underlined by seeing Shell-Mex and BP's **Trawler Boy,** which does the same for the life of a lad serving his time in the North Sea trawler fleet. Here is a different standard of living and social climate, but the same wide range of appeals and the chance of the challenge of a lot more hardship and greater risk. The personnel manager, no matter what his industry, may very profitably study both these films together as a source of ideas for himself and as a basis for discussion with his own apprentices.

Obviously, the range of conditions varies enormously from industry to industry, but the basic appeals of the job are in many cases the same. Film has provided us with surveys of working conditions as different as those of a coal miner (the National Coal Board's **The Miner** remains, after 10 years, a significant comment on life and work in a basic industry; and their latest, **New Power in their Hands,** although directed at the general public, might well stimulate the interest of the youngster in a possible career); or **Light Repetitive Work, Working in a Store,** and **Making Engines**—three titles from a series made for the Ministry of Labour entitled **Is this the job for me?**

For the film-maker, perhaps an easier option is to make a film outlining career possibilities in a whole industry. Here he has the pick of the jobs from which to choose his examples: a country, a continent, maybe the whole world as his location, and plant and products in profusion to emphasize the social purpose of the job. One thinks of British Petroleum's **Test Flight 263,** with the exciting panorama of an industry of the present and future (a film which over-reached itself in its too-slick commentary but which nevertheless provides a wonderful range of impressions and a lot of interesting and useful information); the steel industry's **A job for Johnny;** or I.C.I.'s series of films about their different divisions: **A ship comes in from Texas, Years of Achievement** and **Harvest from the Skies.**

Broadly speaking

One can equally succeed in conveying the challenge and excitement of a whole industry from specific single examples, and some fine films have been made on this basis. Designed for general public relations, it is safe to say that I.C.I.'s **Point of New Departure** (in which Dr. Whinfield describes the world of synthetic fibres—including Terylene, which he discovered) must have induced many a youngster to think about the chemical industry. Wallace Productions' **Steel Town** paints for United Steel a vivid picture of the work and play of a close-knit industrial community—again a

public relations film which can do a useful recruiting job.

But the changing pattern of education and the highly competitive nature of the recruiting appeals to the young person with academic qualifications have brought a new type of recruiting film—pioneered by the Institution of Electrical Engineers. Their **The Inquiring Mind** begins with the maths lesson in the classroom, and shows some of the wide variety of technical and research posts open to the well-qualified student. Boots Pure Drug Company sponsored **Pharmacy for you,** a film in two parts. The first part is designed to show something of the history of pharmacy and relate it to the career opportunities open to the recently qualified chemist. The second part shows the opportunities within the Boots organization. This is a novel approach to sponsorship, since the first part of the film provides a recruitment film for the pharmaceutical industry, whilst the second part provides the sponsor with his special appeal.

Help yourself to a future

Equally novel in its approach is ICI's latest recruiting film, **New Minds for a New World.** Here the emphasis is on the student himself, and Chris Chataway conducts a series of unscripted discussions on the one hand with scientists and educationists, and on the other with university students and ICI graduate employees.

In what is very much a television-minded film, one is thus presented with a 35-minute survey which provides discussion points in profusion—Sir Lawrence Bragg discussing the excitement of applied science in industry; Mr. Bowden, principal of Manchester College of Technology emphasizing our own dearth of qualified scientists and technicians in an internationally highly competitive technological world; and an ICI plant manager, not only showing that his job provides high standards and plenty of variety, but also that the mass production of a single, simple chemical product may be a far from monotonous occupation for a keen, well-qualified chemist.

As one or two of the examples quoted already suggest, it is not only films designed for recruitment which can attract new employees to an industry. British Transport's **Groundwork for Progress** and **Report on Modernisation** were both designed to inform the public about the widespread nature and complexity of the changeover from steam to diesel and electric traction. The former contained some specific references, it is true, to the work of a civil engineer and the necessity for practical experience as part of a final professional qualification. But both films, together with **Four back rooms** (about four different research projects in the Transport Commission) and **Rail Stress** (an account of the research into the likely effect of new vehicles on the incidence of rail fracture), all convey an impression of intriguing and complex theoretical and practical problems to be solved in the execution of a public service.

Shell's **The Rival World** and **Unseen Enemies** must have opened up new vistas for some budding biologists, just as some of the films of Laing and Costain have shown how the technical transformation of an industry hitherto popularly associated with the idea of 'unskilled labouring' have not only provided jobs for a wide variety of skills, but offer opportunities for travel and pioneering in what is tending to become a very highly organized and specialized world community.

But to talk of the films themselves is one part of the story. Obviously films designed for recruitment will be shown to likely audiences, in some cases by the sponsors themselves, or by Youth Employment Officers, by careers masters in schools, by youth clubs and so on. But such screenings only entertain and inform a tiny minority of those either looking for a first job or seriously thinking about a major change in their career.

Primary propagandists

About a third of our schools have film projectors. A recent survey of the use of films and other visual aids in one Local Education Authority which is itself very 'visual-aid conscious', has all secondary schools equipped with sound projectors and is completing the changeover from silent to sound projectors in all primary schools, has a Visual Aids Officer with a staff of technicians, the facilities for making slides and strips, and a library which distributes about 24,000 copies of films a year. This has suggested that the use of films both in teaching and in extra-curricular activity is surprisingly limited.

Consider the very varied provisions companies make for the distribution of their films; consider some of the lamentable standards even of professional 16-mm. projection that one encounters; consider the major problem of disseminating information about existing films; consider the preparation necessary to make effective use of any film; consider these and other problems and one quickly realizes that the results likely to be achieved from sponsoring recruitment films are slender indeed.

You must change the tune

Is this then an argument against the sponsorship of such films? Far from it. It is an argument for making them with considerable care; with a great deal of thought for the precise audience for which the film is intended (not necessarily obvious simply because the film is for recruiting—the appeal to a mature worker must be very different from that for the new entrant to industry; the emphasis for a graduate in some respects far different from that for the secondary modern school-leaver); with a lot of detailed planning for distribution; with a proper supply of follow-up information; and with a careful survey of screenings, audiences, and (where measurable) results.

Far too many sponsors, producers, and distributors seem to think the job has finished once the film is made. A smaller number keep a check on circulation which usually amounts to what must be a rather inaccurate counting of heads. We need more basic research on the use and efficacy of film. And we need a lot more thinking by professional associations to discourage some of the wasteful duplication of films on the same subject, and to encourage the production of films which will spotlight the opportunities, problems, and possibilities of a particular industry in the interests of each organization within it.

★

If you have a problem—finding the right equipment (within a tight budget), or locating suitable films for a new project—write to our visual aids correspondent.

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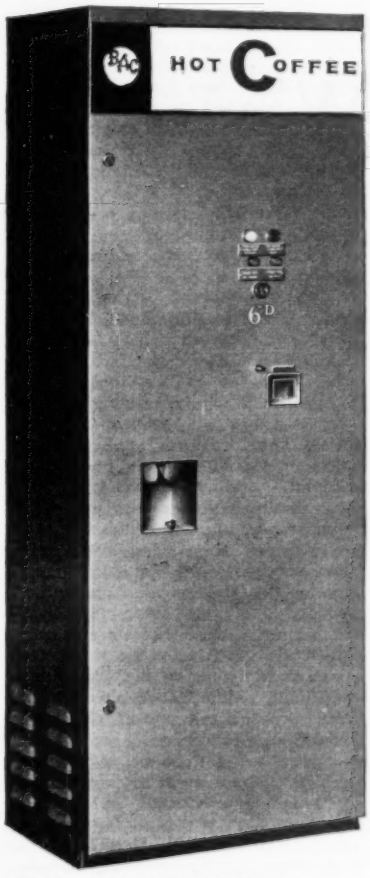

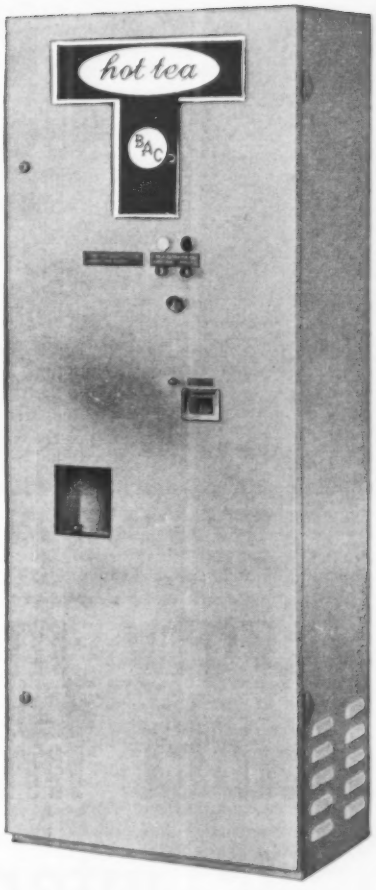

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It is not only at the selection stage that she will test this executive's ability in patterned interviewing

Every manager must improve his interview skills . . .

. . . *says Margaret Brown*

Next month, an important book on interviewing will be published. What great need has prompted its appearance?

WHEN Mrs. Sidney and I launched into the project of writing a book on interviewing (in 1952), we felt there was a need for the subject to be covered in a comprehensive way. Looking back, it seems that our first approach was rather lighthearted, in view of the difficulties we have surmounted. Many times we have been compelled to question our purpose, because of the varying degrees of hostility from friends and family and lack of clerical help. Two authors separated by 30 miles or a toll call (divided by the Atlantic for two years), we had to cope with increases to both our families during this time—as well as the expected whispers of disapproval or ridicule for which women who work intellectually are regular victims.

In fact, it was not a book that we planned but a training course for managers, particularly personnel managers, to practise the skills of interviewing.

From our experiences in industry, it seemed that managers are often unaware of some of the basic principles and skills which research and experience (gained particularly in the Second World War) had shown were necessary to the conduct of successful interviewers. Much pioneering work in systematizing the selection interview had been done, for example, by the National Institute of Industrial Psychology, and by psychologists working for the armed forces on both sides of the Atlantic.

It had been shown that two psychologists and a psychiatrist who had decided on the qualities they would look for in men seeking posts as coastguard officers agreed very closely on suitable candidates when they independently interviewed 526 men. In another study, a psychiatrist interviewed

36 O.C.T.U. candidates. He predicted correctly the passing-out grade of 28 of the candidates, and was only seriously wrong in his judgment of two of the remainder. We felt that post-war British industry could profit by becoming more closely acquainted with this and similar material.

Further, it seemed clear to us that these skills and principles which had been shown to be so useful in conducting selection interviews, were just as true when applied to other types of interview conducted by a manager in his day-to-day work. Such interviews often labelled 'Discipline' or 'Attitude' or 'Merit-rating' or 'Exit', together with the hundreds of informal contacts which take place in any organization each day, are vitally important, since they help to determine the level of morale and communications in that organization.

In our courses on 'Interviewing', we attempted to show how the principles and practice which could be more easily recognized and isolated, by a study of a formal encounter such as a selection interview, could also be applied to a much wider interviewing field. We decided that the skills of interviewing were the basic ones which a manager must possess; and there was evidence to show that, although not everyone could learn to be a good interviewer, people with the right approach could considerably improve their effectiveness through studying the subject.

The practical experience of running several courses of this nature confirmed our views. Many course members did improve their performance with practice; and, as we gathered more and more examples of actual interviews, we began increasingly to feel that a wider public would find this material useful.

So much for the initial idea, but what gave the book its shape? We had become convinced that the effective handling of a difficult interview depended both on the maturity of outlook of the interviewer and on the special skills he possessed. The learning of these skills seemed to be made easier if they were related to an underlying body of theories and principles.

Hence, in our book, we cover a wider field than that of interviewing. We make excursions on the one hand, for example, into the fields of personality development, and on the other into aspects of organization and of general personnel policies. But always we are concerned to show how the interviewer needs this broader perspective, if he is to do his interviewing job properly.

Thus a selection interviewer should know something about the inherited traits and cultural influences which go into the make-up of people in our Western industrialized society; and should be able to appreciate some of the possible pressures which may be influencing his interviewees—pressures that may be peculiar to his age group such as adolescence, or middle age, or factors peculiar to his occupation or social position or sex.

Enviromental focus

Similarly, before conducting a so-called 'discipline' interview, a manager should do some hard thinking about the structure of his organization and the dynamics of the work group to which the offender belongs. He may then see his real task to be one of relating the needs of the individual to the demands of the organization, rather than one of direct censure of the offender. Such was the case with Mr. Jeffries, a management trainee, who has fallen foul of his manager, Mr. Thomas, because he has bright ideas which seem to cause trouble and "upset the sales girls", when he attempted to put them into practice.

These difficulties are caused partly by the personalities and attitude of the two people involved, but also partly by a lack of an organized policy and procedure within that firm for dealing with management trainees. If Mr. Thomas wishes to succeed in making Mr. Jeffries a useful member of the firm, he has to train him to use his brains more constructively; but he has also to alter his organization and methods of control.

We have divided the book into two parts, so that we outline the skills of conducting selection interviews in the first part, and in the second part show how those same skills can be applied to a wide variety of personnel interviews. To conduct a successful interview, we need to be clear about our purpose and work to a plan. The methods we use should convey to the interviewee that we are sincerely trying to understand his point of view.

Since we have been writing this book for eight years, our own understanding of how these broad principles can be applied to *all* types of interview has deepened and widened. The two years I spent in the U.S.A. gave me a better insight into the skills of really listening to what another person was trying to express. I visited Carl Rogers and Norman Mater and learned more about the results they were achieving in this field.

Carl Rogers and his helpers, by conveying to an interviewee their profound respect for his personality, and their faith in his powers to solve his own difficulties and personality problems, were helping many mentally sick people to a new healthy mental state. These results he was validating by a research and follow-up procedure. Norman Maier was pioneering in applying this type of interviewing technique to normal industrial situations. Thus one of our chapters is devoted entirely to these skills of listening, illustrated by case material which we have gathered over the years. Another chapter shows how this basic attitude of respect for other people's personality can form the basis of many other successful interviews, ranging from disciplinary action to assessment interviews.

When an interviewer's job is viewed in this wider context, it becomes more and more clear that he has great responsibilities. He can do much to build or destroy a sane and healthy industrial society. He should be someone capable of looking at the world around him to consider the prevailing values which are influencing him and his colleagues; and to decide whether they are in fact the values he wishes to foster in his society.

Finally, as the book was nearing completion, we became increasingly involved with groups of people who were vitally concerned, not with being interviewers but with learning to be skilled interviewees. Groups of ex-servicemen, job-hunting in industry, for example, did not seem sufficiently aware that an interview situation must impose strict limits on their habitual modesty and delight in understatement. Thus we have included a final chapter for job hunters and subordinates on 'how to be good interviewees'.

And so I, for one, am pleased our task is completed and hope and trust that this modest book will add a little to an understanding of the complexities and vexations of human encounters.

'The Skills of Interviewing,' by Elizabeth Sidney and Margaret Brown (Tavistock Publications), will be available on May 19 from the Business Book Centre, 109-119 Waterloo Road, S.E.1 (36s. post paid).

by Stephen Gregory

The Resco Ranger

Hidden persuaders from the shop-floor

Columbus-Dixon's Junior

When you buy cleaning equipment today, you are offered a complete service to meet employee demands

DO you keep salesmen outside the factory gates for as long as you can? If so, I am afraid that you are losing a battle. They are clocking in every morning with your employees—and staying until the end of the shift. Briefed daily—television instruction at night and refresher Press advertising on the way in to work—representatives of the W . . . . r than white team, the inner-cleanliness brigade, the tingling freshness contingent can be found pressing against management doors.

And they are not content to concentrate their attention inside one seasonal period. If any firm once thought it could satisfy this modern demand for all-over cleanliness by a clean-out once a year in the Spring, it has by now been impressed with the demands for continuous vigilance and maintenance on a 52-week scale.

By a peculiar twist of fate many managements are now only too happy to throw open the doors to the professional salesmen, if only to help them fight off the mass 'persuasion' from their own employees. This reversal of the producers' fortune has found them fully prepared to move in rapidly with unprecedented offers of advice and gratuitous technical assistance. Talk to any of them and it appears that the last thing they wish to do is to sell the actual product.

In the Wembley factory of Columbus-Dixon Ltd. sales manager O'Connor told me: "We are not here to sell you a machine: we insist on a complete cleaning system". Aware of the damage to their reputation that just one machine could do if it were lying idle in a customer's factory, Columbus have warned their men in the fie'd that there is no praise forthcoming for a sale where the exact purpose to which the machine will be put is not adequately defined.

"The purchase of a machine or machines is not in itself the answer to the problem of cleaning and to the provision of first-class hygienic conditions", advises Mr. E. J. Brown, head of the Columbus three-year-old work planning and research department. What the answer consists of is evident in the dossiers of studies carried out by Mr. Brown's team for individual customers. More correctly, for potential customers who are given a free survey of their needs in terms of machines, floor preparations, time, money and labour in all or part of their premises. The aim is for firms to implement basic rotation cleaning which would ensure that, in all sections, staff would be able to continue their daily maintenance routine, uninterrupted by the large-scale task of periodically 'cleaning-off' the large floor areas.

Columbus-Dixon have probably become to the industrial market what Hoover represent in the home. But similarly, it is useful to remember that there are now at least 10 individual manufacturers of industrial floor-cleaning machines.

Take Resco Machines Ltd., whose sales manager could well be doing battle with a safety officer now somewhere in industry. Unlike some, he believes that the floor you can see your face in is not, by that very feature, unsafe. "The Americans and some Continental countries have found no appreciable increase in accident by falls through having highly buffed floors".

Truvox Ltd. and Progress (Universal) Ltd. are both going all-out to provide machines that eliminate the risk of cross-infection—most applicable to hospital situations, but not without its particular industrial emphasis.

On call

What all machine manufacturers have in common is their strong belief that floor maintenance is not only a question of using the correct machines, but equally of using the right preparation materials in conjunction. Foremost among the makers of such materials must be the 75-year-old, American-born, S. C. Johnson organization.

Speed of technical advice is the keywork of their service, provided by the omnipresent J-man. Call him for his opinion on heavy-duty floor products and he will be at your side, maybe within 48 hours, and certainly giving a three-day service.

Not everybody will claim to save money by the equipments or products they offer; some will not even accept that labour can and should be saved. But when it comes to wall-cleaning with mechanization, Mr. S. Hockman, managing director of Revvi Ltd., insists that increased cleanliness can go hand in glove with reduced labour costs. He has Rolls Royce and the English Steel Corporation to corroborate his claims. And since it is possible to have walls thoroughly maintained without disturbing production processes, he will undoubtedly be a welcome visitor to any management that sees the writing on its own walls.

It is a well-known fact that when workers clamour for improvements, they tend to be perfectionists. That is why firms who yearn for the quiet life would do well to consider the "invisible" cleanliness of their premises. The extraction of obnoxious odours and air need present no insuperable difficulty, as I had pointed out to me during a visit to Vent-Axia Ltd. Their window or wall-mounted air-circulators are so easily installed and maintained that it is hardly surprising that sales are mounting rapidly.

For the individual, the removal of stale smells, fugs and bad air generally causes no astonishment until the root of the trouble has been withdrawn. In the case of cleaning up pests, the opposite is precisely true. No matter how clean the floor or the walls; regardless of sweet aromas in the office, the appearance of one solitary fly, wasp, mouse or rat will undo much of the goodwill painstakingly built up within a firm.

The Rentokil Group is waging a wholesale war against every conceivable form of infestation, and is sure that many firms have not yet realized the proportions of the problem they have on their hands. Take the example of rats: if you see just one, you can be sure there are more. A pair can produce more than 50 young in the year.

Fortunately a spokesman for the group reports an increasing business, because of new methods of exterminating pests which formerly could only be suppressed.

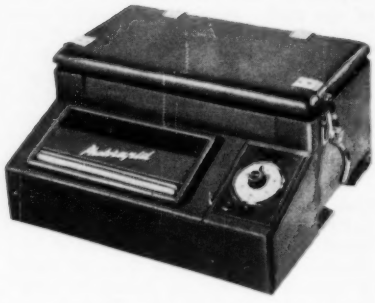
So the management that feels an increase in the pressure from employees who have been bitten by the cleanliness-bug, can reverse the hold advisedly.

Order One Now

and begin saving . . .

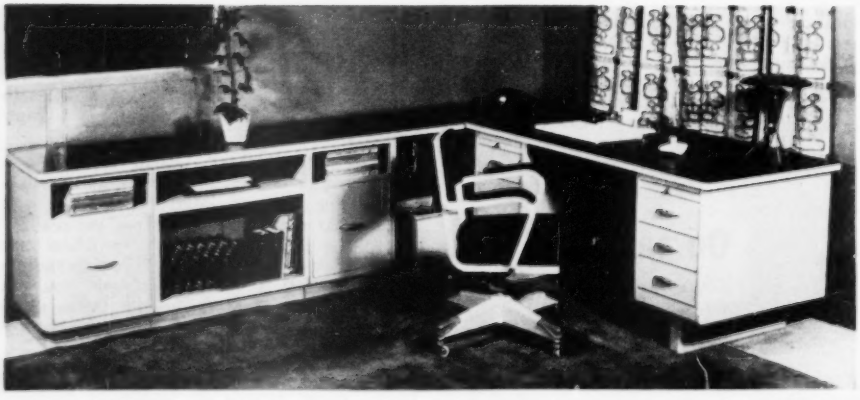
Sixty leading manufacturers of aids to business efficiency brought out their latest products for the regional Business Efficiency Exhibition held in Cardiff late in March. From their displays, I have tried to select several items that recommend themselves particularly to personnel and office managers.

by Peter Wright



. . . *COSTS*

with the 'Masoncopy Photorapid'. Producing document copies in seconds, thus cutting typing costs



. . . *TIME*

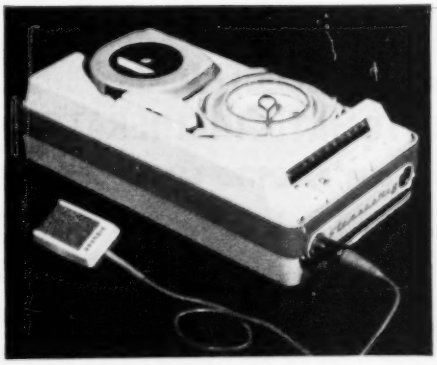
with this 'Slimline' executive desk and credenza unit. In a corner position, ready-to-hand information makes for speedy working

. . . MOVEMENT

with the new 'Mobinet'. Files and ledgers are easily moved and are presented at correct height to avoid fatigue

. . . SPACE

with the 'Railex Centralock' cabinet. Compact, lateral filing without projecting drawers or doors



. . . LABOUR

with the 'Memorette'. Three to four hours continuous, faultless recording for your meetings

. . . STRESS

with Roneo 'Flushline' partitioning. Door and panel units give sound-insulation plus ventilation

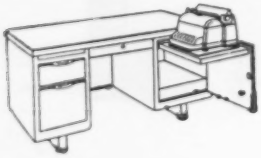
Please send for literature.

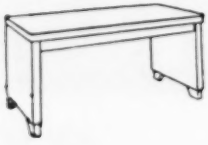
'400-style' Conference Desk with overhanging top size 82in. × 46in.

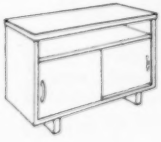
Dignified Office Furnishing *in Steel*

Dignity in furnishing is no longer the prerogative of one material. To-day, the trend is toward steel. Attractively styled, and incorporating numerous features for comfort and convenience, Harvey and Harvey-Milner Steel Desks and Equipment is available in a range of models covering all levels of responsibility.

Styled to the same high standard, Harvey-Milner Partitioning is the perfect complement to this modern office furniture, enabling open floor space to be converted to an ideal suite with the maximum ease and speed, and with full provision for subsequent replanning if desired.







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BOOKSHELF

SUPERVISORY TRAINING ★ EMPLOYEE HEALTH ★ LEADERSHIP

Employee Rights and the Employment Relationship, by H. M. Vollmer. *C.U.P., 25s. post paid.*

PART OF a broad enquiry into job rights in private industry, this volume concentrates on the need for managerial self-restraint, the significance of collective bargaining as a force for legal evolution, and employees' expectations and attitudes to their rights in employment.

Modern Trends in Occupational Health, edited by R. S. F. Shilling. *Butterworth, 69s. 9d. post paid.*

OF THE TWENTY-ONE expert chapters, it is safe to predict that personnel workers will linger most over A. G. P. Elliott's 'Vocational Psychology' and R. W. Revans's 'Morale and the size of the Working Group'. We have William Burns on 'Noise', Lord Taylor on 'Occupational Health Services in Smaller Work Places', and Alastair Heron on 'Ageing and Employment'. Hardly a single aspect of the worker's health is not examined in this collection of papers.

The Industrial Revolution in Coventry, by John Prest. *Oxford, 22s. post paid.*

BASED ON the writings of George Eliot and her tutor, Charles Bray, this book tells how, in the age of steam, the conservatism of the Coventry freeman led to the construction of 'cottage factories', where the weavers worked by power in their own homes.

Competition between the cottage factories and the factories became identified with the war between the classes, and led to the destruction of the weaving trade and the depressing of the town.

Leadership and Organization, by R. Tannenbaum, I. R. Weschler, F. Massarik. *McGraw-Hill, 60s. post paid.*

FOR THOSE WHO do not find the name of Tannenbaum sufficient reason to purchase this book, here are some of the subjects treated: sensitivity training, an 'inside look' at a training group in action, the case for hierarchical management, the development of new evaluation tools (including the powerful multi-relational sociometric survey), and guidelines for 'action-research' in dynamic settings.

How to Supervise People, by Alfred M. Cooper. *McGraw-Hill, 40s. post paid.*

SKILFULLY PRESENTED by this experienced training consultant, this book covers problems of discipline, accident prevention, promoting teamwork, training operatives, delegating authority and labour relations. New material has been incorporated to aid the supervisor in situations created by automation, communication needs, and present-day stresses in human relations.

Understanding Organizational Behaviour, by Chris Argyris. *Tavistock, 39s. post paid.*

THIS WORK discusses the theory and empirical methods developed to study complex social organizations. The author, who is associate professor of industrial administration at Yale, believes that diagnostic procedures have a good degree of validity, provide data that add to basic knowledge about organizations, and yield practical insights for administrators to diagnose the organization with the minimum of human disturbance, financial outlay and disruption of order.

Nationalized Industry and Public Ownership, by William A. Robson. *Allen & Unwin, 52s. post paid.*

MOST BOOKS on the subject of nationalization are so prejudiced that they are of little value except as ammunition for political warfare. Professor Robson's new book is primarily an enquiry into our nationalized industries during the past 10 years—their organization and management, how far they are subject to competition, their labour relations and their general performance. He also reviews proposals put forward for the running of publicly-owned industries and the aims they should pursue. Finally, he discusses some of the alternatives to nationalization.

Industrial Psychology, by B. von Haller Gilmer. *McGraw-Hill, 60s. post paid.*

FIFTEEN SPECIALISTS, working with the senior author, base their work on some fifteen thousand publications. This integrated, well-rounded study of the applications of psychology in industry includes a history of industrial psychology and studies of business operating procedures, organizational theory, and such special problems such as ageing, the unemployed, handicapped and women workers.

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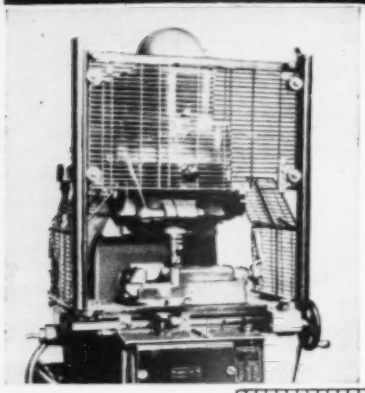

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Illustration shows a Guard fitted to a Vertical Milling Machine and so arranged that until the Guard is completely closed, the machine cannot be set in motion. Alternatively, any attempt to open the Guard immediately stops the machine.

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makes each cup individually – direct from pure leaf tea

The Rank Teamatic makes a cup of tea which really satisfies—fresh, hot and aromatic! Every cup is *individually* brewed in seconds: freshly made from the leaf with boiling water—served with fresh milk and sugar to taste.

Made by Rank Precision Industries, TEAMATIC is *reliable*, compact and pleasing in appearance, and is backed by a nation-wide maintenance service.

Consider this too: TEAMATIC actually makes tea *more cheaply* than manually-made tea. It uses less ingredients, and its labour costs are lower.

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Already many organisations are proving the efficiency, the economy and the popularity of TEAMATIC. Let us prove it to you too!

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Write or telephone for details or we can arrange a demonstration convenient to you. All enquiries to

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Cut Paint Cleaning Costs

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Wall Washing Machine

Now with versatile 'FLUIBRUSH'

★ **Makes cleaning a joy**

★ **Improves working conditions**

★ **Stimulates 'good housekeeping'**

★ **Raises employee morale**

Practically all internal painted surfaces can now be cleaned—without mess or drips—with this machine. Added to the familiar flat metal trowels for wall and ceiling surfaces, the new Fluibrush attachment probes awkward corners, mouldings, window and door frames, radiators, pipes and the pointing of brick walls.

No more 'bucket and sponge' work. The new versatile 'Fluibrush' included as standard equipment with price unchanged.

PRICE COMPLETE £55

For further details write or phone

REVVI Ltd., 459 GREEN LANES PALMERS GREEN, LONDON, N.13

Tel: PAL 3763

EQUIPMENT MARKET

A Monthly Survey for Personnel Managers

● **EFFICIENCY** ● **WELFARE** ● **OFFICE AIDS** ● **SAFETY**

● **CLEANING** ● **HEALTH** ● **VENDING**

For more details, USE COLOURED FORM AT BACK

Cleaning

COMFORT IN USE

IMPROVED operating speed is certainly the most attractive feature of the new *Mallard/Rapide* scrubbing and polishing machine.

With a power output from ¼ to ½ h.p., the unit has a heavier weight on its brushes and a larger brush area—all combining to give a degree of efficiency among the highest for this type of dual-purpose machine. Another important feature of this high-speed unit is the quick-release handle adjustment that enables an operator to set it at any angle, for easier storage and more comfortable use.

An elegant, die-cast tank is removed for converting the scrubber into a polisher. Made in aluminium, it is naturally an able resister to corrosion.

Enquiry Ref. No. C4/1

STRINGENT TESTS

AFTER several months' use, a prototype of the latest *Hospital FG1/D* cylinder vacuum cleaner was stated to emit air that contained less than one bacteria-carrying particle in each three consecutive samples of 5 cu. ft. The testimony was given to the makers by the pathologist of a London children's hospital who had carried out elaborate experiments on an existing standard model.

Having overcome the air-filtration problem, tests were then carried out in connection with dust-disturbance by the jet of air coming from the cleaner's blowing end. A double diffuser was

incorporated, and the blowing-end cap replaced with a dome, pierced by a number of holes around its periphery. These were filled with wire mesh.

A second and deeper diffuser was fitted over the first with the ultimate result that there was no detectable disturbance of the surrounding air in the room where the cleaner was used. Of particular value, reported the pathologist, was the fact that the diffuser is not removable, being an integral part of the machine.

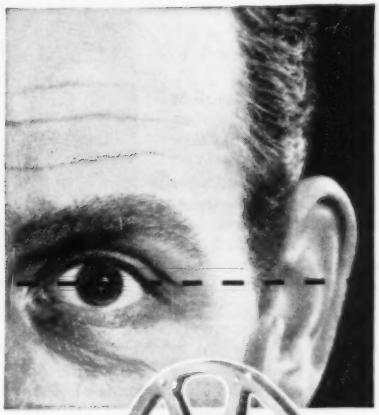
Enquiry Ref. No. C4/2

Safety

WRIST GLOVES

TO complete their range of industrial gloves, the makers of the *Hycar* models are recommending them for use in processes involving the aromatic range of solvents, volatile solvents, grease, oil and the usual active acids and chemicals.

(continued on page 48)



SEE - - -

EQUIPMENT MARKET

For details, use coloured form at back

In nitrile rubber, *Hycar* gloves are restricted to the lightweight wrist type, although the manufacturers hope to introduce alternatives later on. However, there is some choice open to users in the existing model, since it is obtainable with either smooth or roughened finish in the palm.

Enquiry Ref. No. S4/1

WHOLE-HEAD PROTECTION

THE *Pulsafe* combination hard hat and welding shield is a product designed for work situations that present welding hazards and additional dangers from other sources. The makers have already pointed out its advantages for constructional work and shipbuilding.

Our illustration shows how the shield is attached to the helmet by means of a simple, patented, recessed sliding block of plastic which is locked in place by a spring-loaded catch. Easy to use, the shield is removed by pushing the spring-clip with the thumb and by sliding the shield clear.

For fixing the shield to the helmet, the operation is even simpler: just slide the shield into place and the spring locks automatically. For temporary removal (during brief inspection periods) the shield can be swivelled up and over the helmet, the ratchet mechanism allowing for the most convenient and comfortable position to be adopted.

The hard-hat is available in moulded plastic, there being an adjustable head-harness and chin-strap which the wearer can arrange to suit his own comfort. The welding shield can be obtained in either moulded vulcanized fibre or

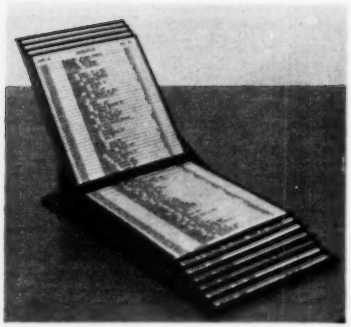
fibre-glass, and it is fitted with a flip-up front which permits the wearer to chip or weld without having to raise the shield.

Enquiry Ref. No. S4/2

Office Aids

MANAGEMENT RECORDS

IN producing their new strip index unit, the makers of this compact system concentrated on management-appeal. Considering that few other



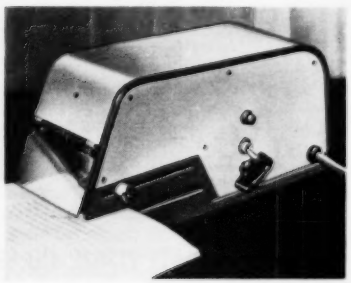
units would be acceptable on a manager's desk, they decided to fill the gap with something that would not only keep changing data in an up-to-date form but would also be in keeping with the managerial desk-top.

Two models are available: one containing five frames, the other having 10. With the exception of the top frame, they are all double-sided, giving total capacities of 390 strip records in the five-frame unit, and 780 in the other.

Enquiry Ref. No. O4/1

AUTOMATIC STAPLING

BUSY mail-rooms or any office where stapling operations run into daily totals of thousands will welcome the introduction of the *Electrostapler*. Simplicity linked with safety without



sacrificing speed: these are the hall-marks of the British designed and constructed machine.

Both hands are left free to enable operators to manipulate the work and staple thousands of batches an hour. Loading is by feed-slide from the front; and the electrical circuit is automatically cut out whenever the machine's cover is raised for re-loading with staples.

Other good points include the rubber feet to protect desks and prevent movement; a red signal light to indicate

(*continued on page 50*)

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Specialised Postal Tuition—Taken at Home in Leisure Time—for the Membership Examination of the

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Also interesting, authoritative (non-examination) postal tuition in Personnel Management, Economics, Business Administration, Industrial Law, Statistics, Social Administration, etc.

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"REVVI" WALL WASHING MACHINE

Saves Time and Money

* Makes cleaning a joy
* Improves working conditions
* Stimulates 'good housekeeping'
* Raises employee morale

Practically all internal painted surfaces can now be cleaned—without mess or drips—with this machine. Added to the familiar flat metal trowels for wall and ceiling surfaces, the new Fluibrush attachment probes awkward corners, mouldings, window and door frames, radiators, pipes and the pointing of brick walls.

No more 'bucket' and sponge work. The new versatile 'Fluibrush' included as standard equipment with price unchanged.
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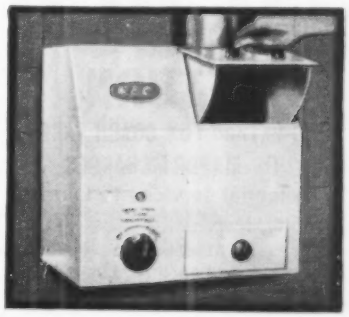
- Safe, dependable, hygienic
- Easy-to-clean enamel
- Simple to use
- Long lasting—guaranteed 12 months

◀ FOR LARGER PREMISES . . . SANFIRE MAJOR Pedestal unit, with foot control, suitable for 50–150 women. £49.15.0

FOR SMALL–MEDIUM SIZED PREMISES ▶ . . . SANFIRE MINOR Neat white and black wall-mounted unit, suitable for up to 50 women. £27.



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Send for details of the new G.E.C. Extended Credit Plan which earns profits while you pay.

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Write for leaflets Nos. HO 1952 and HO 4283 to the Industrial Heating Division of
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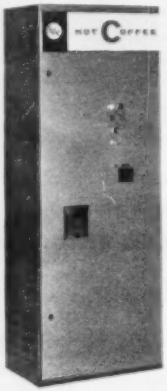
that the machine is 'live'; an easily adjusted anvil for alternative stapling or pinning positions; and an attractive price of £28 15s., complete. Delivery is from stock.

Enquiry Ref. No. O4/2

Vending

COFFEE MACHINE

FOLLOWING closely on the successful introduction of their tea vending machine, the makers are now marketing a twin for automatically vending freshly made coffee.



Capable of dispensing up to 250 seven-ounce cups, the machine stores ingredients in three separate, polythene containers each kept under refrigeration by a *Kelvinator* ½ h.p. sealed unit. Obtained from mains supply, the water is said to take approximately 15 minutes to reach 210 degrees F., and is then maintained at 190 degrees throughout service. A red warning light is used to indicate that the machine has ceased operation.

The standard coin mechanism is designed to accept sixpenny pieces, although it can be modified to take threepenny bits, a single penny and two pennies.

Since this coffee machine is so closely related to the tea model, its external dimensions measure exactly the same (5ft 6in., 2ft, and 1ft 3in.), thus making an attractive display with the two machines standing together. The coffee machine costs £225, or £240 with the automatic cup dispenser.

Enquiry Ref. No. V4/1

If it is new . . . if it improves efficiency or work conditions, send details and photographs to P M & M for inclusion in this closely read 'Equipment Market'.

Welfare

TEMPORARY CANTEEN

ONE method of overcoming the problem of speeding-up meal service in canteens is to split the load, at peak periods, by using accommodation that is normally reserved for other purposes.

To make this a practical proposition, firms are offered mobile service counters that can readily be moved into place to meet peak demands. Though not the perfect answer in all cases,

(*continued on page 52*)

MOP BOY

ROLLER WRINGER BUCKET

Powerful wringing action by means of foot pedal

Much quicker than usual methods

Mops last much longer, no twisting, no tearing

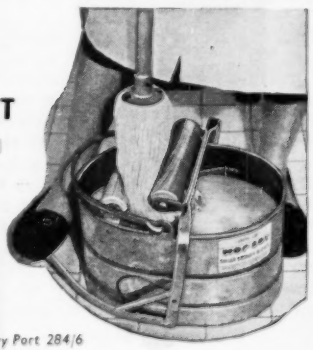
Hands do not touch cleaning fluid

No stooping, squeezing, less fatigue

Long rollers take any size mop

POWELL & CO. Dept. P.M.M.

BURRY PORT, CARMS., SOUTH WALES Burry Port 284/6



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Perhaps you are in authority over men with 'dirty' jobs — whose grimy hands don't respond to mere soap and water. They will appreciate your wisdom in specifying WIMZO non-abrasive antiseptic jellied cleanser for the quick removal of paint, grease, tar, wax, rubber compounds, dyes and *all* ingrained dirt from hands. WIMZO is saving time and money everywhere.

Used by the Coal, Gas and Electricity Boards, The Admiralty, Richard Thomas and Baldwin, etc.

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cleans hands *in a jiffy!*

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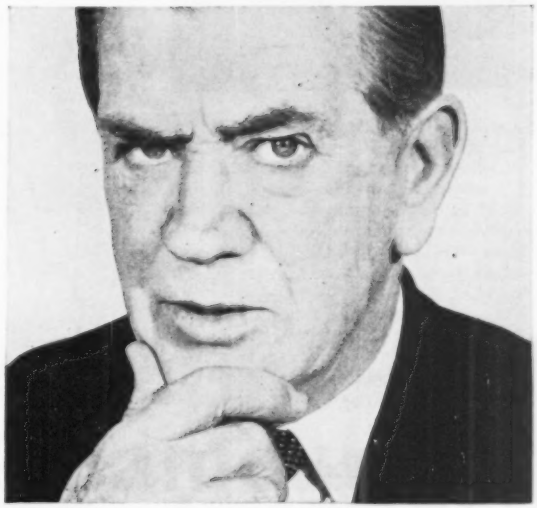
What are your INDUSTRIAL GLOVES costing you?



You'll probably say 'too much' . . . far too many written off every week, fit only for the dustbin.

The remedy is at hand in the new NORTH PLASTOCHROME GLOVE which is rapidly replacing the vulnerable cotton, rubber and chrome glove everywhere. Why? Just because these revolutionary gloves can give *10 times the wear* of the old types.

Although tough, this glove is *lighter, more flexible* and definitely *non-slip*. It is wonderfully comfortable as well as being waterproof and oil-resistant.

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EQUIPMENT MARKET

For details, use coloured form at back

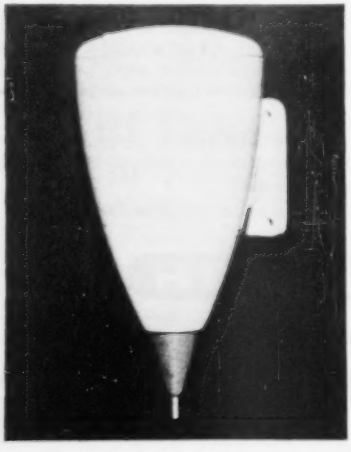
applications have proved that the idea can be made to work. At the College of Science and Technology in Manchester where our photograph was taken, a 25-ft cafeteria counter is used during rush-hours. Split up into seven sections, it is wheeled away to a nearby alcove when the hall is required for its normal purpose.

Food is delivered in heated trolleys by goods lift from the kitchens six storeys below. The density of service is 250 main meals.

Enquiry Ref. No. W4/1

DRIP-PROOF CONTAINERS

TWO new containers were recently introduced: a plunger-operated model for light jelly cleansers and creams; the other (illustrated), for liquid soap of a watery consistency or, with slight modifications, for liquid cleansers of a syrup consistency.

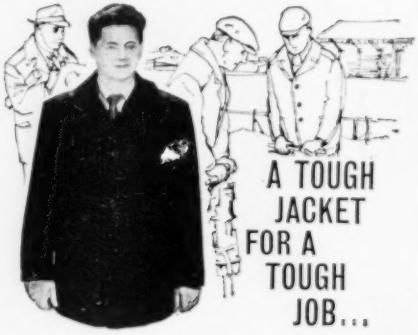


Respectively, they cost 49s. 6d. and 45s., ex-works.

Both dispensers incorporate several novel features. The containers, caps and wall-brackets are made from die-castings in non-corroding, high-silicone aluminium. With virtually drip-proof valves, they can be quickly detached from their bracket to facilitate cleaning; only a stainless cap-head screw retains them. To prevent wastage through tampering or unauthorized removal, the container is kept in position, until its cap is removed by a special key.

These dispensers can be obtained in a variety of colours and finishes, although a non-standard finish carries an extra charge of 1s. 6d.

Enquiry Ref. No. W4/2



Donkey Jackets for protection, warmth and hard wear. Beautifully cut and manufactured from showerproof navy Yorkshire Woollen Melton Cloth: the Welfit K G 5 Donkey Jacket is available with or without the leatherette back and shoulders. It is designed with large open patch pockets and is ideal for industrial and outdoor workers, lorry drivers, etc. Style K G 6 Shortiecoat also available. Other Welfit garments include the Welfit Moleskin Jacket, Waterproof Long Coats, Jackets, Over-trousers, Leggings and Sou'wester.

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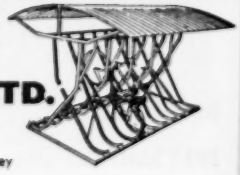
There are 30 Different Types from which to choose.



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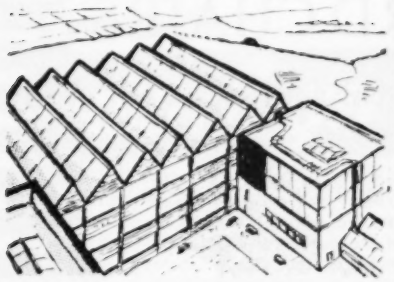

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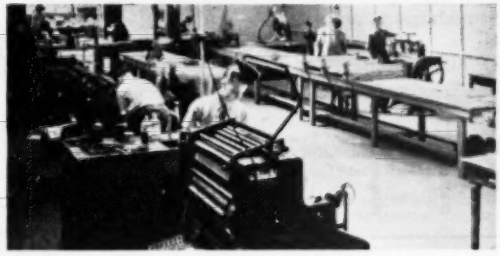

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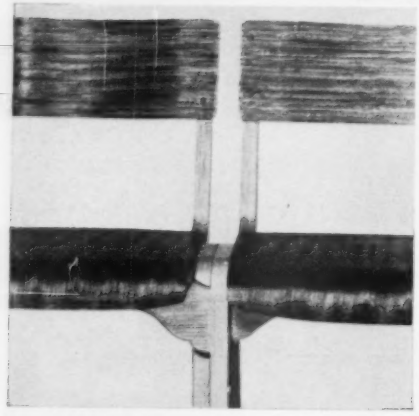
TECTA STAFFORD CHAIRS

Link at 18″ centres without clips or battens and stack 12 high for maximum open floor space



Tecta Stafford chairs (built to B.S.I. recommendations) link together simply by placing the leg frame of one chair inside that of the next. Bolts, clips and battens are not required. Beech frames reduce noise to a minimum when chairs are in use.

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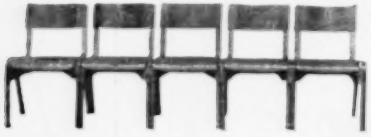

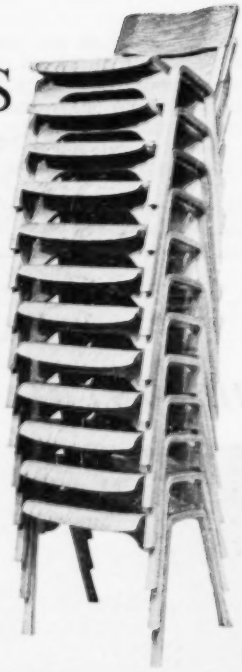

For full details write or telephone: Tecta Furniture Ltd., (Dept. PM2), 119 New Bond Street, London W.1. (MAYfair 6481) or Suffling Road, Great Yarmouth, Norfolk. (Gt. Yarmouth 4251)

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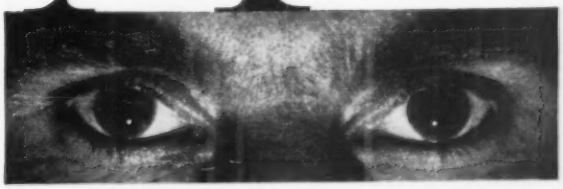

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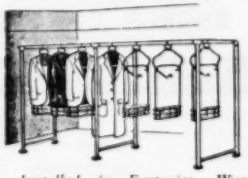

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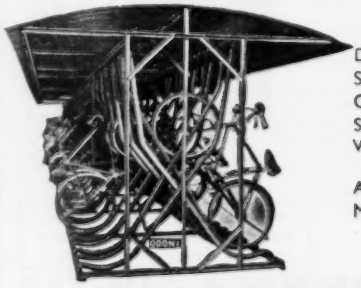

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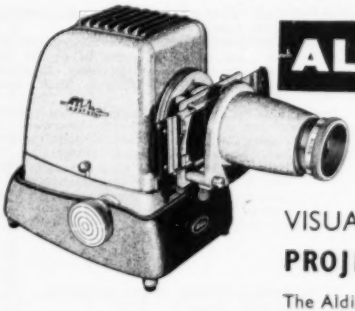

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16-18 Producing a house journal
17 A review of training
24 Apprentice associations
29 Suggestions schemes
30-31 Wage administration

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3 **Cardiff.** Canteen costs and subsidy practice
31 **Glasgow.** Sports and social club secretaries

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8-11 **Southport.** An IWS workshop
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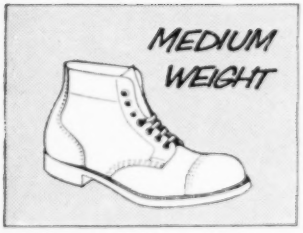

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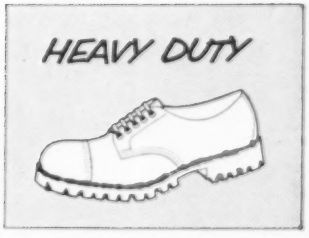

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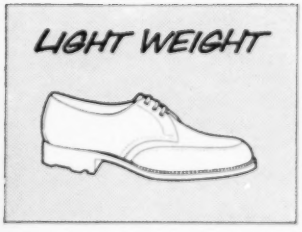

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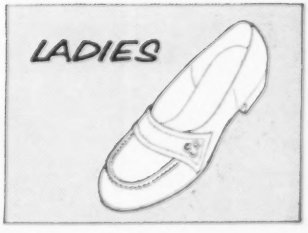

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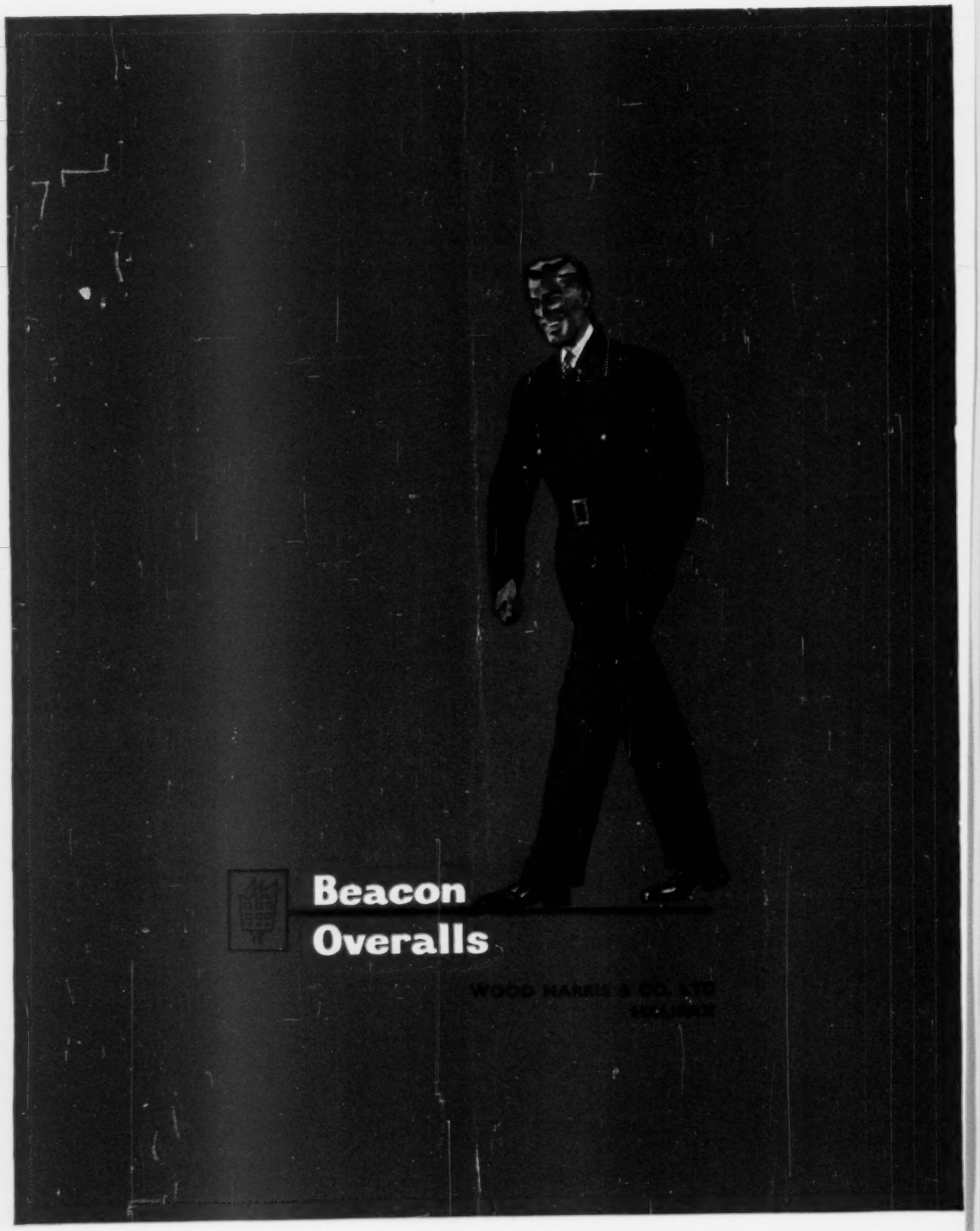
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